

PRINTERS' INK

Registered U. S. Patent Office

A JOURNAL FOR ADVERTISERS

185 Madison Avenue, New York City

VOL. CXIV, No. 7 NEW YORK, FEBRUARY 17, 1921

10c A COPY

The first impression of your home



FIRST impressions often rest on details. A single hardware fixture out of keeping with its surroundings may spoil the whole effect.

For many years Sargent & Co. of New Haven, Connecticut, have stressed in their advertising, this idea of hardware harmony.

As the "hardware indifference" of prospective builders has been overcome, they have naturally turned to Sargent & Co. to supply their needs.

This is the twentieth year that Sargent Advertising has been intrusted to our care.

BUILD NOW

And let Sargent Hardware add the final touch of beauty and security to your home.

N. W. AYER & SON

ADVERTISING HEADQUARTERS

PHILADELPHIA

NEW YORK

BOSTON

CLEVELAND

CHICAGO



Pullmans vs. the Nickel Fare

PEOPLE, not TERRITORY, produce sales.

On the map, it may appear more ambitious to sell your product in Boston, Pittsburgh, Philadelphia, Detroit, St. Louis and Los Angeles, but Population, not Acreage, is the soil for sales.

New York City contains *more* people than all of the cities above mentioned combined. It has more Retail and Jobbing outlets. Its people are free-spending, wide-awake and responsive.

To cover separated population centers requires "Pullman" salesmen—costly in money and time. Yet *more* people can be sold to within 15 miles of New York's City Hall.

New York salesmen live at home at their own expense, travel on 5 cent fares, report in person instead of by mail, and are constantly under the supervision of the sales manager. Close contact is maintained with customers, and the problems of credits, freights, deliveries, correspondence, and mistakes are either simplified or eliminated by the concentration of sales in this single great territory.

Every expanding sales program will, of course, extend itself beyond these Metropolitan limits. But sell to New York's six million *first*, gain experience at minimum sales cost, secure Metropolitan prestige, and other territory will be an easier problem.

The answer to the advertising question in New York is Interborough Subway and Elevated posters and car cards. The *daily* traffic on this gigantic system averages 2,801,521 cash fares—all long-distance, time-to-read passengers. It is the DOMINANT MEDIUM in the World's richest market.

Interborough Subway and Elevated Advertising

Controlled by

ARTEMAS WARD

Trading as Ward & Gow

50 Union Square

New York City

PRINTERS' INK

Registered U. S. Patent Office

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VOL. CXIV

NEW YORK, FEBRUARY 17, 1921

No. 7

The Responsibilities of Management To-day

Only Doubt Now Holds Back Sound Prosperity

Based on an authorized interview by Roy Dickinson with

Julius H. Barnes

President, Klearflax Linen Rug Company

IT has become a bromide to say that during the war capital, management and labor glimpsed a new vision. During this period a great common purpose demanded that old differences be buried. A sense of mutual responsibility came then. It proved that the three elements of industry could work together in harmony if the motives were strong enough. The readjustment period saw all sorts of welfare work and plans put in for workers' representation in management. Many of them were recorded in the pages of PRINTERS' INK. In the changed industrial conditions through which we have passed some of them were given up as men became more plentiful than jobs. Many other plans worked well and proved that workers would respond to a square deal and accept their share of responsibility in assuming risks in new policy.

The men who worked with the big problems of war are, most of them at least, the kind of men who in management to-day still keep clearly in mind the responsibility they owe as managers. To keep a plant running as near full time as possible when sudden price changes and a buyers' strike mix up the usual processes of industry is a hard task. To reopen or increase production when demand is slack requires courage, the co-operation of employees

first, then intensive selling. Continuous operation is exceedingly important for sound prosperity. A man out of work or working on half time is a poor buyer for other people's products. It is management's task to-day to see that he works full time if possible. Our most logical market for goods in the present world condition is our own country, and our whole business structure rests upon keeping expenses down and production up so that former luxuries can continue as necessities. If we closed our woolen mills and junked our machinery, only millionaires could wear woolen clothing, and sales and advertising would become unnecessary and lost arts. This article then will deal with management, not primarily the sales and advertising of the product managed.

Julius H. Barnes is one of the men who handled world problems during the war. As head of the United States Grain Corporation he was Herbert Hoover's most important aide in the worldwide work so well known. As president of the Klearflax Linen Rug Company, Mr. Barnes has carried over into these uncertain times the same spirit of responsibility to the human element in industry, and the same amount of courage based upon organized facts so necessary in war times. His message and method of securing co-operation and banishing

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doubt, his decision that now is the time to go ahead, is important to every business executive.

WHY BUSINESS HALTS

Mr. Barnes knows figures on national business conditions as a publisher knows his paper costs. He says: "Something is still holding up building and business in general. Conditions are improved. Doubt alone remains. What we need now are merely enough practical manifestations of confidence to get under way. With all the factors of cost in the product right, there is every reason for business to go ahead now. Through right conditions in the plant (and that means labor which will co-operate), economical buying of raw material, efficient factory production based on standardization of the product and big production, we will be able to offer our product at a price within the reach of all who have any buying power at all.

"Goods made right now are always a good purchase. But a man can't buy our rugs or some other man's shoes if he is out of a job. No factory can operate in a way to get prices within the reach of all, unless workers and management will co-operate. In the last of January my investigations led me to believe that conditions were right to resume full production in our plant on the basis of two full eight-hour shifts a day. I realized, as president of the company, our responsibility toward the men and women who depended on our industry for their living. Also by an entirely unemotional reasoning process based on accumulated facts, I realized that conditions justified courage in going ahead to produce. My dealings with men who invest their muscle in a plant made me sure that labor will come back with a square deal if you give it one.

"We have had for some time what we call the Klearflax Employee Industrial Organization. It is a method of representation for the men and women in our plant. To get real co-operation there should be some sort of intimate

organized relationship between men and management. Ours is based upon the unit of twenty-five people with one representative for each unit. In addition there is a committee of foremen and assistant foremen. We have always felt that our plan was based on a straight man-to-man basis with no social uplift or welfare idea about it. It is a simple attempt to bring back to a big industry the close contact of the old days when the owner knew every worker by his first name. 'Square' means 'on the level' and that can't mean something handed down from above. With confidence in the future and belief in the fact that our men believed in us as we did in them, the following telegram was sent by me to the factory in Duluth, on February 1:

"New York, February 1, 1921.

"Klearflax Linen Rug Company,
"Duluth, Minnesota.

"After careful consideration we are warranted in a confidence that the industrial depression is gradually clearing, that conditions justify some courage in reinstating normal activity and that we propose the Klearflax factory shall lead the way in testing this belief that the time has come for establishing re-employment. We believe American resourcefulness will early re-establish completely the orderly processes of life on which this enterprise and others must exist and in the belief that that development is near at hand, and every enterprise re-established also assists that recovery, we desire you to immediately restore factory operation on basis of two eight-hour shifts per day.

"We have confidence that the daily necessities of one hundred million people will support our judgment in time to relieve us of accumulated product. We are influenced also in this by a sense of responsibility toward the employees dependent on this industry and we propose to them that they make their voluntary contribution in this venture by a reduction of ten per cent in the wage scale formerly ruling.

Here's an economical way to sell to 300,000 families of consumers—and the 10,000 stores where they trade.

The storekeepers of the small towns sell nearly everything they know their customers will buy.

When these storekeepers know that a product is advertised in Christian Herald, they know that the manufacturer is building sales for them in their own community. Christian Herald advertising means *local* advertising to them.

We see to it that they know what products are advertised in Christian Herald.

We are doing it right now, for advertisers in our Spring "general store number," March 12. Such advertising reaches not only 300,000 families of consumers, but also the 10,000 general stores at which they trade.

We do the same thing for products sold through drugstores, on April 9th—for grocery-

products on April 23rd.

Ten years' accumulated dealer-influence is added to the remarkable consumer influence of every Christian Herald advertisement. But the "dealer-issues" represent an exceptional combination.

May we tell you—or your agency—about them?



THE CHRISTIAN HERALD

GRAHAM PATTERSON, Publisher
New York

Fall General Store Number—September 17th.
Fall Hardware Dealers' Number—October 8th.
Fall Grocers' Number—October 29th.
Fall Druggists' Number—November 19th.

"At the same time we desire that you make clear to the Employee Organization that we are going to take our courage in our hands and run this factory for two months two full shifts, employment in all events and without wage reduction unless that action comes at this time voluntarily by the Employee Organization in recognition of our mutual interest and mutual risks in this course. There should be a further recognition on their part that final production costs will be determined not only by the nominal wage scale per hour but by the character of service given and we hope that they will enter upon this venture with the determination to produce finished goods in the utmost economy thus reducing the hazard involved and establishing our business on a firmer basis for future determination two months hence. Please present the matter immediately to our employees but at all events take steps to put the factory in operation and to produce with utmost economy on this scale immediately.

"JULIUS H. BARNES, President,
"Klearflax Linen Rug Co."

A close look at Mr. Barnes' wire may help other executives who want co-operation from their employees in meeting present-day conditions. It is an axiom that it takes two to co-operate. No man wants a disloyal or disgruntled lot of men and women working for him. It isn't good business and it doesn't make for a good product. But men do not as often realize responsibility in arranging wages in their plants as they do in policies where customers are concerned. Note that it is stated the factory would be run for two months at two full shifts without wage reduction unless such action came voluntarily. Another thing which may help some other president whose plant has been running at part time in shaping his future course is the fact that a definite two months' policy was decided on. It is hoped to establish production on

sales on "a firmer basis for future determination two months hence."

Some men lose present courage, so essential for every business, if they try to peer too far ahead. In trying to gaze far into the future they sometimes make a wrong guess. Times change quickly now. The man who builds soundly for the present and for the next few months, then considers again, gets his facts and again moves forward is apt to find his business moving ahead with him. Building soundly for the future is of course sound business, but thinking too far in the future sometimes holds up present-day decisions. A man must decide to resume full speed some time. The present, Mr. Barnes thinks (and he investigated as only a man who has been up against world-wide problems can investigate), is a good time to start. He asks present co-operation to produce from the men and women who depend on his industry for a living. He guarantees that his policy won't waver for sixty days, and then suggests that they sit down again with organized facts before them for the next step ahead. Meeting to-day's problems is a real test of management. When prices, wages and everything was going up management was easy. In reverse conditions men discover whether they have built industrial relations right. Mr. Barnes' first step was to put the facts before his fellow workers in the enterprise to ask their help and suggest their assuming part responsibility for the test. He received co-operation quickly. Here was the reply:

"Julius H. Barnes,

"New York.

"At a meeting of all employees this afternoon they voluntarily and unanimously stated a desire to do their part and through the medium of the Klearflax Employee Industrial Organization voted to reduce their wage scale 10 per cent. Foremen and assistant foremen's committees also voluntarily ratified the general reduction of their own wages 10 per cent. We go on two full eight-



Fifteen Million "SWEET" Teeth

Every one of the average boy's "thirty white horses" is a sweet tooth. Home puddings, pies and desserts cannot begin to satisfy his hankering for sweet things, so the candy counters thrive on his allowance.

The readers of **THE AMERICAN BOY** are no hungrier than other boys. But there are more than 500,000 of them, averaging 15½ to 16 years old. Their aggregate allowance is huge, and many of our most successful manufacturers of confections find them a highly profitable, selected and concentrated market in which to advertise.

**THE
AMERICAN BOY**
"The Biggest, Brightest, Best Magazine
for Boys in All the World"

THE SPRAGUE PUBLISHING CO., DETROIT, MICH.

(Member A. B. C.)

Branch Offices: 286 Fifth Ave., New York. 1418 Lytton Building, Chicago

How an improvement in design created basic sales difficulties

Unique resistance overcome in building volume for a product in a special field

IN most fields a really successful improvement in design can be counted on to bring lasting advantages in sales.

But for one manufacturer, it is just such a successful step forward in design that has been for many years the chief point of sales resistance. This improvement immediately demonstrated its value in actual use—but by its very nature, it created difficulties in securing new users.

At the beginning, the safety razor market presented no unusual obstacles. The mere novelty of the safety razor helped to change the shaving habits of thousands of men. Aside from the novelty of the new product itself, perhaps the most decisive factor in bringing about this change was the old-fashioned strop. Skill and patience in using it had been essential to shaving. The safety razor seemed to offer a way to discard this troublesome strop completely.

In a few years men everywhere learned to shave without stropping. But this meant the needless waste of blades that were thrown away—and the frequent discomfort of a dulling edge.

It was a study of these great drawbacks that led very soon to a remarkable invention—a safety razor and automatic stropping device combined in one.

This improvement in design has given the AutoStrop Razor its distinctive advantages over competitors. It offers the only quick, convenient way to have a freshly stropped blade every morning. No skill in stropping is required.



Millions of men have eliminated definite discomforts in shaving by adopting the AutoStrop Razor—the only razor and stropping device combined in one

From the first year that the AutoStrop Razor was offered for sale, alert men in all sections of the country have been quick to adopt it.

But to build volume for this product on a large scale has meant changing once more the shaving habits of American men—it has meant persuading them to go back again to the strop.

It is to meet this unusual resistance to sales that the current advertising for this product has been planned and prepared. Men everywhere are being shown why the strop is essential to real comfort in shaving and how easily it can be used with the razor that "sharpens itself."

As a result, every week thousands of men are changing their shaving habits and beginning to use the AutoStrop Razor.

It has been the privilege of the J. Walter Thompson Company to co-operate with the manufacturer in presenting this product to the public.

J. WALTER THOMPSON COMPANY

NEW YORK CHICAGO BOSTON CINCINNATI LONDON

hour shifts to-morrow. Everybody pleased and general satisfaction is expressed throughout the plant.

"Klearflax Linen Rug Co."

A GLIMPSE AT THE BUSINESS

Realizing that other business men would be interested in knowing about the response he had received from his workers, Mr. Barnes decided to tell of his idea just as he built up sales for his new product in the early days. The story of how after seven years and a million dollars were spent in experimental work on the possibilities of American grown flax before a product was even secured is an important part of the Klearflax campaign story, which it is not my intention to touch upon in this management account. But one point of similarity is worth mentioning. The raw material in Klearflax is flax, from which the linen is made for weaving the rugs. Linen is a durable material. Julius Caesar's tents were made of it. The cloths of ancient Egypt in which mummies were wrapped were of linen. Found in tombs to-day, the cloth is still whole. So the right kind of linen will last. Flax in America was grown in the early days to break new ground, and fit new land for later crops. The only commercial use was found in the flaxseed, used largely for flaxseed oil and fodder. The flax in the stalk was not utilized at all.

The seven years and one million dollars were spent by Mr. Barnes to evolve his rug from American grown flax. In 1915 there were 77 colors and patterns in the line. In the later merchandising and sales campaign it was necessary to get the product away from the special order class into the regular stock of retail distributors. A standardization of patterns reduced the line to fourteen and later to nine. To force the issue with the public and get the product across, a large national advertising campaign was run in a list of women's publications. The results were remarkable. It took

the mills over a year to catch up. In this brand new industry of producing a linen rug from American grown flax, the factory and product are still in the stage advancing toward perfection. In the development of the new linen rug it was necessary to sell the idea of beautiful rooms, in order to get the rugs over to the customer. In taking the rug off the porch and getting customers to use it all over the house the possible market was greatly broadened. Success came then in proportion as the idea of better looking rooms was sold to the women of the country.

At the present time something is still holding up the home-building movement. Every new home is a possible market for one or several Klearflax rugs. All that the man who makes rugs can do, therefore, to shorten the period before new homes are built, shortens the time intervening before he gets a broader market for his product. Also if enough factories start up, people will have courage to build new homes, and men and women working at full time will have money enough to start payments on homes for themselves, and on rugs, preferably Klearflax, to decorate those homes. If the floor covering I make will compete in price with other floor coverings, and as I know linen rugs will wear, then given equal beauty my product will get its full share of the floor covering business. To give courage to others I must not only show courage myself, but I must tell other people about my action so that they perhaps will go and do likewise. Just as in building our product we sold rugs in direct proportion as we sold the idea of beautiful rooms, so to-day our new markets will come quickly in proportion to how well we sell courage.

CONFIDENCE ALL AROUND

Something like this is presumably what went through Mr. Barnes' mind. It seems like logical broad-gauge merchandising. It is my idea of some of the

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Chicago—The Central Printing Market



One of the largest, most up-to-date and completely equipped printing plants in the United States.

Rogers & Hall Company

Catalogue and Publication
Printers

Artists : Engravers : Electrotypes

Specialists in the art of Catalogue
and Publication Printing for
more than thirty years!

Day and Night Service

A Printer Is as Good as His Equipment *Plus* His Organization

Our Equipment includes the latest and most efficient time-saving machinery—Linotypes Monotypes, Color and Rotary Presses, Type-casting Machines, and complete facilities for Binding and Mailing.

Our Organization is composed of men and women who are experts in their work, and who are intelligent enough to realize that your interests are as important as their pocketbooks. That guarantees Quality!

Our Plant is in operation day and night 12 months a year—constantly turning out work for firms all over the United States. That guarantees Delivery!

Our up-to-date labor-saving facilities and the efficiency of our management enable us to take advantage of every possible turn of the market and figure closely on materials. That guarantees a Fair Price.

Thus we are right on **Quality, Delivery and Price!**

In addition, we offer you every possible help in obtaining catalogue compilers, advertising assistance, editors, copy writers and everything else necessary to the promotion, preparation, printing and mailing of your catalogue or publication.

Rogers & Hall Company

Catalogue and Publication Printers

Artists : Engravers : Electrotypes

Polk and La Salle Streets, Chicago

Telephone Wabash 3381

reasons in addition to their undoubted news value for the appearance of the full-page advertisements run last week. They appeared in newspapers in three cities, New York, Chicago, and Washington, D. C. Both telegrams quoted above were reproduced. The caption, "Confidence Dictated This Telegram," attracted attention. Next to the telegrams was this copy:

"These messages are significant to you. They indicate two important things:

"1. Another business going back to work, swelling the *purchasing power* of the country and enabling its employees to roll up business in ever increasing volume each day.

"2. The attitude of labor is noteworthy as showing its response to the needs of business when it appreciates all the facts."

Those two points are surely significant to every man who manages a plant to-day. It is essential to sound prosperity and better sales to have the standards of living for every family improve. The reopening of factories swells the purchasing power of the men and women who work in them. Sound purchasing power, rather than any orgy of buying, should result. In reopening plants the men who manage them are going to demand more efficiency from labor, a full day's work for a full day's pay. That means retaining the loyal and most efficient labor. If a man is working, he becomes a new consumer. For goods at a reasonable price, on a quantity production basis, are made to be sold to men and women who work for wages. There is not enough of the other kind to make a big national business truly profitable.

In steering away from the actual campaign story of Klearflax in order to tell an angle on management, I realize one question of great interest to sales managers and advertising men remains unanswered. How is Mr. Barnes going to dispose of the production he is securing from a return to two eight-hour shifts? The

advertising done in the past included almost all kinds, including a very interesting direct-by-mail campaign to farmers in order to secure the raw flax for their product. It is not expected that consumers will drive up in limousines to take the product away from the plant as soon as they know the factory is back on two eight-hour shifts. But no man who took his product out of the specialty order class and secured national stock distribution in retailers' stores through an advertising campaign to the consumer is going to overlook intensive advertising and sales methods to meet the new marketing conditions. Mr. Barnes has a well organized sales and advertising department, and uses the services of an advertising agent. As president of the company he has faith in the future buying power of America. He also has faith in his sales and advertising departments and in his agency.

This is not a campaign story, but plans are under way which will do far more than let people know that the rugs are being produced. These include, among many other plans, an intensified dealer help service, educational exhibits on the use of flax in the rugs, a largely increased advertising campaign designed to help the retailer move the product, and direct-by-mail campaigns to the retailers' customers.

Just before I left I asked Mr. Barnes which one of the eleven ways recently described in *PRINTERS' INK* he would use to fix his advertising appropriation for his product next year. He said: "We have a definite amount per yard of our product to spend on advertising. As our production increases, our appropriation will increase in proportion. I say a percentage on production because a man who produces goods and then can't sell them will not stay in business long." Which would seem to prove that some executives at least do consider advertising a vital, integral part of their business to build steady future markets, a definite part of

(Continued on page 172)

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The Evening Tribune now has 50% more paid circulation in Des Moines than the second evening paper.

Food Manufacturers

are invited to participate in The Des Moines Register and Tribune's Fourth Annual Cooking School—six days starting March 28th.

Not a pure food show—not a money making scheme—but just one of the ways we have of increasing the effectiveness of food advertising appearing in the columns of The Register and Tribune.

Wednesday evening, March 30th, we will entertain the retail and wholesale grocers of Des Moines.

Write for details

DES MOINES REGISTER AND TRIBUNE
MORNING—EVENING—SUNDAY

REPRESENTATIVES

New York
I. A. Klein
Metropolitan Tower

Chicago
John Glass
Peoples Gas Bldg.

San Francisco
Los Angeles & Seattle
W. R. Baranger Co.



Collier's

THE NATIONAL WEEKLY

Get a copy

**"Good Will—
a bankable
asset."**

*(an editorial in Collier's
for February 19)*



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“What favor or advantage have you in your business which you have acquired over and above the value of what you sell?”

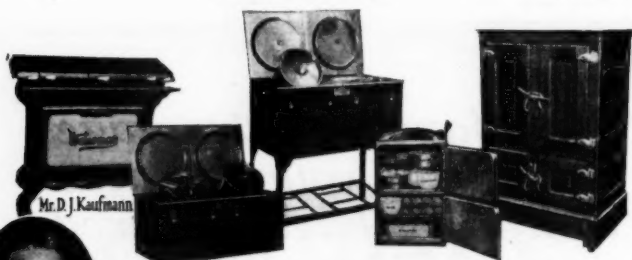
“..... It is not a matter of price, nor of package, nor of label, nor of quality, nor of prompt delivery — and yet it is all of these.

“Its plain English name is Good Will.”

If any man doubt the cash value of good will, let him read this editorial in Collier's for February 19, from which we quote here.

Available in booklet form.

Collier's
THE NATIONAL WEEKLY



Cultivate Baltimore Intensively For Bigger Returns

IT matters not how good your product nor how splendidly sold by a resident representative, unless that selling be supported by advertising equally as strong you cannot expect to get from a market of Baltimore's capacity anything like what it can yield.

Take Mr. Kaufmann, for instance, and some of the lines he handles: The Conservo Steam Cooker and the Toledo Fireless Cookers enjoy a distribution second to none of their kind, and if Mr. Kaufmann has accomplished this without assistance, it stands to reason that with the additional force of newspaper advertising these Cookers could be put into thousands of Baltimore homes that Mr. Kaufmann cannot reach. This is also true of the Gibson Refrigerator, which undoubtedly has a splendid distribution in Maryland but which could enjoy twice as much if its selling were given the support of an active advertising campaign in Baltimore's great Associated Press papers, The NEWS and The AMERICAN.

The Waterman Gas Stove likewise ranks well, but the Waterman people will miss a good bet if they fail to realize that their stove could obtain a far broader distribution and sales if, in addition to being splendidly sold by Mr. Kaufmann, it were advertised by them through the intensified circulation of The NEWS and The AMERICAN, amounting to over 185,000 daily and Sunday.

The NEWS and The AMERICAN reach every neighborhood and practically every home in and near the city of Baltimore, covering at the same time the entire state of Maryland. Rate, 30c per line for the two papers—35c Sunday.

The Baltimore News

EVENING, DAILY AND SUNDAY

The Baltimore American

MORNING, DAILY AND SUNDAY

DAN A. CARROLL
Eastern Representative
150 Nassau Street
New York

Have a word
Advertising Manager

J. E. LUTZ
Western Representative
First Nat'l Bank Bldg.
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Winning Over the Territory That Balks

Sales Strategy Based on Study of Peculiar Local Conditions That Wins Over Recalcitrant Prospects

By Ray Giles

NAMES and locations must be disguised as the product carries one of America's best-known trade-marks. We will call the product a chewing gum which several years ago was taken over by a large, new confections corporation. The gum bore the mark of an old long-honored brand. Behind it lay a half century of respectability. Unfortunately, the former owner had late in his history lost manufacturing pride. It was whispered generally that instead of playing custodian to quality, his attitude toward his brand had become that of a milkmaid. Five local factories existed in different parts of the country. Quality was maintained fairly well by four of these. There was, however, a distinct let-down in Factory Five, located in the Southwest, for which territory it was the source of supply. Sales slumped the country over, but in the Southwest they had reached almost the vanishing point.

Then the brand was sold. The new owners immediately restored the old standard of quality and added some to it to boot. Magazine and newspaper advertising commenced on a large scale. Sales perked up—except for the Southwest. The manufacturers waited patiently for six months. Dealers responded sluggishly; the old customers responded not at all.

One day a company salesman working Texas was visiting the corporation's offices in Boston. The balky determination of the Southwest naturally came up for discussion. "Y'know," said the man from Texas, lighting his third panatella in a string, "I think it's time for plain talking. You've tried regular advertising. It doesn't go. You talk quality. Our old-time customers call it guff. They remember how poor

the goods were last year. You've got to empty their minds of how poor the stuff was before you can get them to listen to how good it now is.

"They're a straightforward crowd down there," he continued; "why not go in with a special newspaper campaign? Admit that the quality was bad; admit it freely. Then tell them what the new company has done. Give 'em the facts in a manly way."

The hopelessness of the situation as it then stood made plain the fact that something radical was needed. Two months later the citizens of several leading Southwestern cities were surprised one morning to open their newspapers and find 300-line space containing the question, "Can K—— come back?"

Followed several longer, all-type advertisements bearing as their captions the same interesting question. One carried the sub-caption, "A manufacturing mistake which we are trying to live down. Will you help us?" Another stated plainly, "Why K—— 'went bad' last year and how we have more than restored the old quality."

The Texan salesman knew his territory. Goods began almost immediately to move. To-day the Southwest is one of that manufacturer's best customers.

FOUR REASONS FOR BALKY TERRITORY

The problem of the balky territory is usually traceable back to one of four causes: (1) Advertising wrong; (2) trade conditions wrong; (3) sales conditions wrong, or, (4) product wrong. The owner of a balky territory will no doubt be glad to look further at what some other manufacturers have done to get more

tacks and movement into the apathetic part of his sales map.

A manufacturer selling to garages and automobile supply houses studied long over a balky territory before he laid his finger on the trouble. In that particular territory requests for display signs were few and far between. The sales manager was sent out to impress upon the local branch manager and his salesmen the supreme importance of getting up signs. "But dealers don't want them," objected the salesmen. "Because you don't know how to sell them," replied the sales manager. "How do you do it?" challenged one of the men. A dummy sale began, the salesman representing the dealer. The dialogue was about like this:

"I don't see any use in putting up your sign. I don't have any calls for your tubes."

"No. And you don't have many calls for Buick cars, either, do you?"

"What's that got to do with it?"

"Only this: If you put up a sign 'Buick Cars,' you'd expect some customers to come in and ask for them. Am I right?"

"Y-e-e-s. Yes; that's so."

"Well, how the dickens do you expect people to be mind-readers and know that you carry our tubes?"

Admittedly the logic of the comparison is a bit lame. It was novel enough and near enough right, however, to get under the skin of the average dealer. The salesman was shown how to follow up with a strong talk on experiences of other dealers with the signs. This one move was enough to normalize the balky territory.

Another manufacturer of an automobile accessory put speed into two balky territories through the adoption of a simple plan. He had long printed a booklet strong in selling value. Distribution of this booklet was not very great. A special man went through the balky territory calling on local Y. M. C. A. secretaries. Through these secretaries he secured the names of boys who would be glad to earn a little spare cash. The

boys were supplied with booklets. They simply went up and down every street. Where a car stood at the curb, a copy of the booklet was handed to the driver or left in his seat. Where a garage was seen in the back yard, the booklet was left on the doorstep. During the following week a strong circular letter was similarly distributed. This included the names of local dealers. And the balky territories began at last to show signs of life.

CORRECTING BAD TRADE CONDITIONS

A manufacturer marketing his goods through hardware stores, decided two years ago to add druggists and stationery shops as retail outlets. The number of dealers was thus quickly and substantially enlarged. But the percentage of sales growth in different territories showed wide variation. Some territories were almost at the point of slowing up. Investigation showed that the salesmen, in the flush of adding new types of dealers, had begun to neglect hardware stores. Timely measures saved the situation.

Birds of a feather are said to flock together. "A second-grade salesman tends to attract second-grade dealers," said the president of one company. "I have always tried to pick first-raters. One of our central States was sluggish. Examination of the list of dealers showed them all to be second-raters. I talked with the salesman. He pleaded hard luck. I decided that he was a second-rater. A few months after I put a first-rater into the territory we began to put on first-rate dealers and the showing is now rapidly equalling that of other territories."

A food specialty house broke its usual rules and sent demonstrators into a balky territory with good results.

A rather slow, old fashioned territory could never be stirred up to show interest in a labor-saving household appliance until demonstrators exhibited the appliance at work in the windows of leading dealers.

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Although it ate up the first year's profits, another manufacturer gave prizes to the retailers' clerks who sold the most of his goods during a six-months' period. After that the territory no longer balked.

Circularization of dealers and their clerks has sometimes been sufficient to speed up a slow territory.

Local pride will always run high in some territories. The competition of a strong local manufacturer sometimes accounts for inability of the sales chart to show a line with a satisfactory upward curve. Study may show that the establishment of a local branch will be worth while. One manufacturer, wrestling with such a problem, met it through using only salesmen who were locally well known.

A manufacturer in the women's wear field had the whole country coming nicely with the exception of the larger cities of Ohio. No particular reason seemed to be at hand. His relations with prominent dealers in bordering States were unusually good. A vice-president of the company conceived the idea of getting a dozen or so of these dealers to write form letters to the Ohio list telling why they made a leader of the line and the success they had experienced in handling it.

The manufacturer of a toilet specialty never located the cause for sluggishness in certain sections until he brought out a package of three instead of six. Then sales began almost immediately to pick up.

With better reason, a grocery product got its rightful amount of business in the South when one-pound cartons were put in beside the old two-pound packages. The warmer climate had evidently caused the customer to feel that spoilage might occur with the larger container.

Sales on a certain laundry soap were spotty until chemical analysis revealed the fact that the soap was not well suited to hard water. A change in formula, followed by

increased sampling, proved to be the remedy.

In one of its most important territories one house noticed a distinct sag. The salesman covering it had long been considered a star. He was unusually popular with the trade. "That was the trouble," explained a director of the company. "Farley was on such fine personal terms with his customers that it had gotten to a point where they put him off too easily. The only remedy was to get him to swap territories with another man." It is exactly for this reason that one of the big tire companies never lets its men spend more than two consecutive years in any one territory.

In some cases the house still takes the salesman's word as to how much territory he can cover. "We thought Bronson a wonder," says a luggage manufacturer. "He covered twice as much ground as any other man. But one day we woke up to the fact that he did not sign up as high a percentage of the dealers as several other salesmen. It was not easy to show him where it would be to our mutual advantage to reduce his territory, but results have more than justified the change. To-day his earnings are far above those of two years ago, and he knows that intensive work in a smaller area has brought the increase."

Two other common mistakes in salesmanship have often been responsible for local balkiness. One is overloading the dealer. The other is underselling him. Each house must determine for itself the exact balance between the two extremes.

The whirlwind salesman who overstocks dealers with a product which deteriorates with time has often been responsible for later slowing down in the sales in his territory. On the other hand, there is such a thing as selling so small an order that the dealer never feels a vital interest in disposing of his purchase.

At all events, there is always a reason for stagnation in the balky territory. And patient search is certain to uncover it.

Chicago's New Journalism School Opens

THE Joseph Medill School of Journalism at Northwestern University in Chicago and Evanston, was dedicated to the public service in special exercises held last week. The school, which will be along the general line of the Joseph Pulitzer School of Journalism at Columbia University, was established as a memorial to Joseph Medill, founder of the *Chicago Tribune*.

Joseph Medill Patterson, on behalf of the *Tribune*, which is associated with the university in the founding of the school, made an address surrendering it formally to the university authorities.

Arthur Brisbane, editorial director of the Hearst newspapers, made an address in which he said, among other things:

"The newspaper is to a nation what the voice is to an individual.

"The individual without a voice is nothing. A nation without a voice is the prey of any conspiracy.

"The American newspaper is the market square where 105,000,000 people gather every morning and evening.

"To see a thing clearly and to describe it simply—that is the reporter's task. What is the newspaper man's business? Seeing clearly, keeping his head, using judgment and feeling. If you see an execution, or a disaster, or cruelty or poverty and don't feel them, your reader won't feel with you. The danger for a newspaper man is that he will cease to feel. To be a good newspaper man you must always keep jumping in."

A wireless message from Lord Northcliffe of the *London Times* was read.

"Events of the last six years," the message read, "have widened and deepened channels of journalism and increased the demand for pilots of public thought who know the waters far beyond the famous three-mile limit of your eastern coast."

Cablegrams were received from the editor of the *Paris Matin* and Editor Paul Dupuy of the *Petit Parisien*.

President-elect Harding telegraphed as follows:

"I send my cordial greetings to the students in the Medill School of Journalism and wish them the achievement of stamping their individuality on their profession and their work as Joseph Medill left his impress on a great journalistic achievement. Nothing surpasses the possibilities for service that are vested in a great journal commanding the public confidence. That confidence is won through a soul in one's work and good conscience in every utterance."

"Printers' Ink" Model Statute Introduced at Albany

Every friend of "Truth in Advertising" will be interested in the news which has been received from Albany, N. Y., that the PRINTERS' INK Model Statute was introduced in the lower house of the Legislature of the State of New York by Assemblyman Charles H. Betts, of Wayne County, on February 8. Mr. Betts is publisher of the *Lyons Republican*.

The hope that the proposed bill may become a law in New York State is entertained by every honest advertiser and publisher in the State. The law now on the New York statute books is ineffective. It was passed on Sept. 1, 1915, and makes the conviction of a dishonest advertiser almost impossible by compelling the prosecution to prove that the accused "knowingly" committed the offense. The use of the word "knowingly" is the joker in any law designed to prevent fraudulent advertising. The PRINTERS' INK Model Statute does not contain the word "knowingly," thereby making it easy to secure convictions in States where the Statute has been adopted as a law.

Twenty-one other States have passed the PRINTERS' INK Statute. New York, should it follow the example of these other States and make the measure a law, will be the twenty-second.

Agency Reorganization in Detroit

The name of Henry D. Bushnell Advertising Agency, Detroit, has been changed to Bushnell-MacQueen-Bushnell. The personnel consists of Henry D. Bushnell, Kenneth H. MacQueen and James B. Bushnell. Mr. MacQueen was formerly secretary of the Zimmer-Thien agency, Detroit, in charge of the production and space departments. James B. Bushnell has been associated with the Henry D. Bushnell agency since its organization.

City
Population
1,823,779

In
Philadelphia
nearly everybody
reads the
Bulletin

Separate
Dwellings
390,000

Metropolitan Population: 3,000,000

National Advertising in Philadelphia

Perhaps one of the most important reasons why national advertisers get such good results from advertising in the Philadelphia Bulletin, is because local retailers have been educated to the importance of linking up their advertisement to the announcements of the manufacturers whose wares they sell.

Dominate Philadelphia

You can at one cost reach the greatest number of possible consumers in the Philadelphia territory by concentrating your advertising in the newspaper "nearly everybody reads"—

The Bulletin

Net paid average circulation for 488,687 copies
the year 1920, a day.

No prize, premium, voting coupon or other artificial methods of stimulating circulation have ever been used by The Bulletin.



They track to the same spot for water



DAWN and dusk will find wild wood habitators quenching their thirst at the same water course. And they return day after day because what is sought is always there—water; pure, fresh, plentiful.

Metaphorically, Business Papers are “watering spots” for executives and others in various industries and trades. They are interesting, educational and authoritatively written publications carrying news and information sought by men interested in the promotion and welfare of their trade or business.

The fields they cover, likewise, are the “watering spots” for the manufacturer with a product to sell. For him, they are the media of approach to the *known market*—the lines of least resistance, a direct route to fields, industries and trades where exists a need for his commodity.

THE ASSOCIATED BUSINESS PAPERS, INC.

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The 122 member publications of the Associated Business Papers, Inc. are directed to 53 different fields. They have become eligible to membership only through self-maintained high standards and those required by the Association.

A Service to Advertisers

Facts and figures pertaining to Business Papers or special markets can be furnished expeditiously to manufacturers and agencies. It is a service freely extended by this Association and its members.

Co-operation of this nature should prove helpful in planning merchandising and advertising campaigns for an actual as well as for a potential market. Your request will receive active attention.

A.B.P.

"Member of The Associated Business Papers, Inc." means proven circulations, PLUS the highest standards in all other departments.



Headquarters 220 West 42d Street - NEW YORK

January Advertising in Chicago

The dominance of The Daily News in the six-day field is strikingly revealed in the following statement of display advertising for the month of January, 1921.

Books - - - - -	THE DAILY NEWS	FIRST!
The Daily News, 3,146 lines.		6 days against 7
Next highest score, 3,059 lines.		
Churches - - - - -	THE DAILY NEWS	FIRST!
The Daily News, 5,526 lines.		6 days against 7
Next highest score, 737 lines.		
Clothing - - - - -	THE DAILY NEWS	FIRST!
The Daily News, 249,488 lines.		6 days against 6
Next highest score, 155,134 lines.		
Department Stores - - - -	THE DAILY NEWS	FIRST!
The Daily News, 505,769 lines.		6 days against 7
Next highest score, 297,816 lines.		
Out of the Loop Stores -	THE DAILY NEWS	FIRST!
The Daily News, 46,879 lines.		6 days against 7
Next highest score, 16,495 lines.		
Foodstuffs - - - - -	THE DAILY NEWS	FIRST!
The Daily News, 20,501 lines.		6 days against 6
Next highest score, 18,272 lines.		
Furniture - - - - -	THE DAILY NEWS	FIRST!
The Daily News, 49,206 lines.		6 days against 6
Next highest score, 22,140 lines.		
Household Utilities - - - -	THE DAILY NEWS	FIRST!
The Daily News, 7,185 lines.		6 days against 7
Next highest score, 5,251 lines.		
Jewelry - - - - -	THE DAILY NEWS	FIRST!
The Daily News, 8,220 lines.		6 days against 7
Next highest score, 8,118 lines.		
Total Display Advertising	THE DAILY NEWS	FIRST!
The Daily News, 1,144,015 lines.		6 days against 6
Next highest score, 622,735 lines.		

IN NEARLY EVERY IMPORTANT CLASSIFICATION

THE DAILY NEWS
FIRST in Chicago

(Figures furnished by Advertising Record Co., an independent audit service subscribed to by all Chicago newspapers.)

Easy Credit Causes Retail Failures

The Obligation of Manufacturers in Discouraging Incompetents from
Going into Business

By J. E. Bullard

COMMERCIAL agencies give the following causes for the majority of failures: incompetence, inexperience, lack of capital, unwise granting of credits, speculation outside of regular business, bad habits, personal extravagance, fraudulent disposition of property.

Very little attention appears to be given to the fundamental causes of failure. Thirty years' study of retailing methods in this country, the study of the successes and failure of many individual concerns, a first-hand study of retailers and retailing methods in England and France and careful analysis of all the information gathered, leads the writer to place the fundamental causes of failure in the retail business in this country to dishonesty, lack of preparation and expanded credit, with which may be coupled too much capital.

A national trait in this country is for people to do things about which they know the least. The farmer who makes money on the farm comes to the city or the village and buys or starts a store. In this way he loses his money. The man who makes money in the city goes to the country and buys a farm only to find it a permanent source of loss.

In England and Europe there is a widespread opinion among the people as a whole that a person should know something about a business before he enters it. If a business is not handed down from father to son, the boy serves an apprenticeship in the business and learns how to run it before he launches out for himself. With us it is just the reverse.

If a man is a successful druggist, his son, instead of following in his footsteps, starts in some other line of business in which he has had no previous training. He may even go so far as to start a business of his own. The father probably ends by selling

his business to some man with far less experience than capital. The chances of that man succeeding are so small that in order that there may be a permanent concern to replace the man who sold the business, some ninety other men must start in the same line before one succeeds in establishing a concern as permanent as the original one which was sold to the inexperienced man.

The writer's personal observations have convinced him that too much capital causes more failures than lack of capital. As a matter of fact, he has never been able to find a single case where lack of capital really caused the failure of a retailer. What has been called lack of capital was merely an expanded credit. The dealer expanded his business to a greater extent than his credit would allow and as a result, when conditions changed, he failed. It was not due to lack of capital but rather to the fact that the banks, the manufacturers and the jobbers were more liberal with credit than they should have been. It was this generosity in regard to credit and not actual capital that caused the failure.

GOOD TRAINING TO LACK MONEY

Too much capital and credit is nearly always fatal. Study the history of a hundred retail businesses that have been in existence for forty years or more and it will be found that nearly every one of these were established by men who lacked capital. They may have had but a few hundred dollars—not more than a few thousand at most. They were so limited in regard to credit and capital that they had to watch every penny and make it go just as far as it was possible to make that penny go. This made it absolutely necessary for them to devote all of their attention to business. They could not afford

bad habits, personal extravagance or outside speculations. It was necessary that they devote every waking thought to the business and sometimes to dream about it in their sleep.

The man with plenty of capital or who can command a great deal of credit usually does several things that prove fatal to the business. First he starts out with too great an overhead. He rents a larger store than his business requires, he buys more expensive fixtures than the volume of business warrants, he buys goods in such large quantities that he cannot make the number of turn-overs a year that are needed to show a substantial profit. His interests outside his business are also likely to interfere with his business success.

The rate of failures among the stores of England and France are not so great as they are in this country, because the people who are in the retail business there are better prepared to succeed. They learn the business before they launch out into it for themselves.

Here, however, it is exceedingly easy to go into business. It is easy to borrow money, it is easy to get credit, and the easier it is for a man to get money and credit, the easier for him to make a failure of his business. When an inexperienced man comes to a credit man to secure credit it would be far better for all concerned if that man was advised to spend a few years studying the business he plans to enter and learning how to make a success of it before the credit is granted. As a rule, however, he has no difficulty in securing the credit provided he has sufficient capital of his own or financial backing.

A certain farmer boy borrowed money from his father and purchased a meat market. He knew nothing about the retail meat business, but his father had a goodly amount of money. As a result this boy experienced no difficulty at all in securing credit. He secured it until he had used up all the money that he could

inherit from his father and then went through involuntary bankruptcy proceedings.

This boy's older brother went to work for a druggist. He learned the druggist business from the bottom up. After a number of years he was taken into partnership, and when the senior partner died he became senior partner, taking into partnership with him a young man who had been working in the store since he entered high school. To-day that business is more than eighty years old and has had four owners, each of whom began work in that store as a boy. That store is a success because everyone who has had charge of it has been prepared with care to succeed. There are good prospects that it will continue to succeed for another hundred years.

Had the wholesale meat dealers with whom the boy already mentioned dealt explained to him that they would agree to extend credit to him if he would spend a few years working for other butchers and learning the business, but that they would not extend it to him on the strength of his father's money, the chances are that he would have succeeded. This narrows the cause of too many dealers down to the methods used by credit men and salesmen.

EXPANSION BECOMES DANGEROUS

Salesmen encourage the retailer to expand his business beyond the point of safety, beyond the point that his business ability, experience and capital warrant. They sell him more stock than he should carry and often a wider variety of stock. The bank lends money on any good security rather than upon a man's business ability. A man can mortgage his house and his inheritance and sink the money thus secured in his business.

As long as a dealer continues to pay his bills promptly, the jobbers and manufacturers he deals with are not inclined to worry about him. Nevertheless it is ex-

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ceedingly important to know where that money comes from. If it comes from outside the business the time is coming when that man is most certain to fail. If part of it comes from outside the business, the condition of that business is not good. Unless all of it comes from the business itself there is every chance that the concern will sooner or later come to grief.

Lack of capital does not cause business failures. Instead, it often leads to business success. Woolworth never made a success until he had failed three times and not only had lost his capital but also had made a very serious dent in his credit. Usually the less credit and capital a man has, the more carefully he must watch his business and the greater will be his ultimate success. The man who is so short of capital and credit that he must buy new goods every day, if he is in a city where he can get these goods daily, is bound to make money

provided he has even an average degree of intelligence. He is bound to do so—first, because he is making the maximum number of turnovers and he has practically no money tied up in dead stock; second, he cannot extend credits unwisely for he has no money with which to finance such lack of wisdom; third, if he knew nothing about the business he would not know how to start without capital and credit; fourth, he has to watch his business constantly and plan and scheme in order to remain in it at all. Provided that man is honest and retains his honesty, his chances of success are good.

The whole matter, then, reduces down to the fact that there are too many dealers in business because it is so easy for an inexperienced man with money to start in business and for so many to secure money and credit to which their experience and business ability does not and should never entitle them.

The George L. Dyer Company

42 Broadway New York

**Western Offices
76 W. Monroe St.
Chicago**



Newspaper, Magazine and Street Car Advertising

Publicity and Merchandising Counsel

Chicago Plans Advertising Agency License Fee System

National Commission Legislative Committee Says It Will Fight Ordinance, but Western A. A. A. Council Members Register Approval

THE Chicago City Council is planning to impose a tax ranging from \$10 to \$25 annually upon all branches of business in the city. In addition there probably will be an annual tax of \$1 per person on all employees.

According to the plan the advertising agencies of the city will be taxed \$10 per year plus \$1 for each person employed. Publishers' representatives are classed as brokers, with a tax of \$25 per year for each salesman or solicitor.

The legislative committee of the National Advertising Commission has gone on record as saying that it will fight the proposed ordinance to a finish. On the other hand the Western Council of the American Association of Advertising Agencies is co-operating with the Chicago city officials to put the thing across on the theory that it will be a good thing for advertising in general.

Homer J. Buckley, chairman of the legislative committee, tells **PRINTERS' INK** that the National Commission's opposition to the ordinance is based on the principle that if such action can be made effective in Chicago, undoubtedly other municipalities throughout the country will take it up.

"All advertising men have a vital concern in this proposed ordinance," he said, "and our committee is going to watch it closely. Most of the municipalities having lost heavily in their revenue from the cancellation of saloon licenses are at their wits' end trying to find means to provide additional revenue to meet this deficit. What goes over in one city, therefore, will be a good example for others to follow."

Herman A. Groth, treasurer of the William H. Rankin Company, and chairman of the A. A. A.'s Western Council, who is representing the Chicago advertising

agencies in the matter, insists no fight will be made so far as the local agencies are concerned.

"A fight would be useless for one thing," he said, "and most of us believe that the ordinance would be a good thing, anyway. Every class of business in Chicago is going to be licensed and \$1 annual tax will have to be paid for each and every person employed.

"Under the circumstances we have concluded that instead of fighting the proposed move we had better co-operate with the view to getting out of it the good it can do us.

"The city council committee has invited us to help in the formation of an ordinance relative to the advertising agencies. The idea looks good to me. Advertising agencies ought to be licensed, anyway, under stringent regulations. This proposed ordinance will do very well for a starter."

Several Chicago agency men have expressed themselves to **PRINTERS' INK** as feeling irritated over the proposed tax, but seem to think its coming is inevitable.

L. A. Ward with Chas. H. Eddy Co.

L. A. Ward, who has been with Murray Howe & Co., New York advertising agency, has joined the New York staff of the Chas. H. Eddy Co., newspaper advertising representatives.

F. W. Shepperd Dead

Frederick W. Shepperd, who until two years ago was publisher of *Fire and Water Engineering*, New York, died in Brooklyn on February 7. Mr. Shepperd was publisher of *Fire and Water Engineering* for thirty years.

Boston Account for Richards Agency

Hollister, White & Co., Inc., investment bankers of Boston, have appointed the Joseph Richards Company, New York, to handle their advertising.



Height of Efficiency

Some of the shrewdest and most successful national advertisers use THE PEOPLE'S HOME JOURNAL because they appreciate the extra value of an ALL-THE-FAMILY magazine.

Its fiction, its departments and its features are edited with the ALL-THE-FAMILY interest in mind.

To appeal directly to the purchasing agent of the family and at the same time influence all the other consumers in that family is the height of advertising efficiency.

The People's Home Journal
NEW YORK

For 36 Years the Magazine for Every Member of the Family

Concerning Our Iniquitous but Illuminating Taxes

Our dear old Uncle (Samuel by name) with avarice in his eye and an insatiable itching in his palm, proceeded to make the nation disgorge some five and a half billion dollars under the iniquitous but illuminating tax laws.

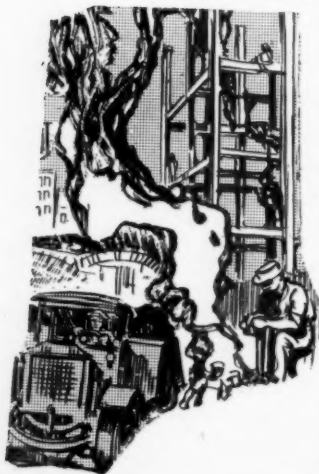
Whereupon the poor little South proceeded to display wealth as unsuspected by many manufacturers as thousand dollar bills on an immigrant.

North Carolina, a comparatively small state, with no city of 100,000 population or over, proceeded to pay your hard-pressed Uncle \$169,206,007, which is more than Illinois (outside of Chicago), Indiana, Iowa, North and South Dakota combined.

Tiny South Carolina paid more than big Nebraska.

Georgia's taxes surpass those of North and South Dakota, Montana, Idaho, Utah, New Mexico and Arizona combined. Louisiana paid more than New Hampshire, Vermont and South Dakota.

Texas surpassed Iowa, Kansas and Nebraska put together.



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But why carry comparisons further? Conditions in the South today are inherently sound. It will pay Manufacturers to "sell it South through newspapers."

Concerning Soap for Example

It will be hard to pick an American product more extensively or better advertised than soap. Here the leading manufacturers are strongly entrenched by means of excellent national advertising.

A comparatively new-comer, as far as advertising is concerned, waged a campaign with dominant space in Southern newspapers. A recent investigation in one of the cities showed that eight out of nine distributors report it to now be the fastest selling brand.

What the newspapers did for this soap manufacturer they can do for hundreds of other manufacturers and products.

Sell it South through newspapers.

**SOUTHERN NEWSPAPER
PUBLISHERS' ASSOCIATION**

Chattanooga, Tenn.

Try it out in Representative Milwaukee

Automotive Advertisers Should Know These Facts

Automotive advertising published by
Milwaukee newspapers during 1920—

LINES

The Journal 1,118,120

Sentinel 792,350

Wis.-News 452,510

The Journal printed more than half
the automotive advertising published
in Milwaukee papers.

Journal lineage was nearly as great as
that of both the other papers.

The Journal carried 325,770 lines
more than the Sentinel and 665,510
lines more than the Wisconsin-News.

In Wisconsin, The Journal is the
motorist's and advertiser's *first news-
paper*.

The Milwaukee Journal

HARRY J. GRANT, Pub. R. A. TURNQUIST, Adv. Mgr.

O'MARA & ORMSBEE, Inc.

Special Representatives

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A. B. C. to Seek Abolition of "Government Statement" of Circulation

"Covers Deceit and Fraud" Is Charge to Be Laid Before the New Administration at Washington

THAT the Audit Bureau of Circulations will plead for the abolition of the so-called "Government statement" of circulation, after the new administration has been established at Washington, was the announcement of Stanley Clague, managing director of the A. B. C., in an address before the Kansas City Advertising Club on February 14.

This reform, he said, would be sought on three grounds: (1) that the Government statement covers fraud and deceit; (2) that it is inadequate in failing to give the advertiser the information he needs; (3) that it is impossible for the Government to verify all the statements made. Mr. Clague asked that all possible pressure be brought to bear on Congressmen and Senators.

In the course of his address, Mr. Clague also told of the efforts being made in England to form a British organization similar to the A. B. C. He said in part:

"A little over six months ago a friend of mine, the advertising manager of a large tire concern of Akron, O., desired to place his business with a large newspaper in a town in the Midland District of England. It was his first business trip to Great Britain.

"He visited the office of the publication with his London agent, and in the course of the conversation preceding the placing of the contract, he asked for the circulation figures of the paper. The publisher looked astonished and pained. It was an exhibition of impertinence which would never come from an English advertiser and was but another example of the crudeness of the American.

"That is a personal matter," the publisher replied, "and one which I do not even care to discuss. My

paper covers the community thoroughly—that is all it is necessary to know."

"This advertising manager, who, in the United States and Canada, was in the habit of placing his advertising on an A. B. C. basis, of course, was not surprised, because he had had similar experiences in many cities during his visit to England.

"But he impertinently insisted upon endeavoring to get within hailing distance of what 'covering the community' meant.

"Did the publisher have 10,000 circulation?"

"Oh, certainly."

"Fifty thousand circulation?"

"Yes."

"One hundred thousand circulation."

"Maybe."

"A quarter of a million?"

"Well, it is somewhere between 100,000 and a quarter of a million."

A CHANGE IN BRITAIN

"And that was the only information he ever secured from that particular publisher. This experience was the rule in England less than a year ago—not the exception. And this was the rule seven years ago in the United States—not the exception. The only difference now is that in the matter of circulation the United States is seven years ahead of Great Britain—and twenty years ahead of the rest of the world—with the exception of Australia, where, I understand, an Audit Bureau is being formed this year.

"But in one short year this whole situation has been changed in Great Britain.

"A tremendous change in public opinion has taken place through the personality of one man—Lord

Northcliffe, the head of the Northcliffe press.

"Less than six months ago he decided that the advertiser had the right to have circulation counted, and the truth known as to how much the advertiser was buying when he invested his pound or his shilling—just as he had the right to know how many pounds there were in every roll of paper he purchased."

"With the vigor that has distinguished Lord Northcliffe in the many movements he has championed in the British Isles during the past two decades, he succeeded in a few short months in breaking down what seemed insurmountable barriers by bringing the issue squarely before the English advertiser and the English publisher."

"With virile pen and with the aid of the facile pencils of distinguished artists, he has driven his message home through the printed word and through the pitiless publicity of caricature. The highest-priced writers and the highest-priced artists have, day in and day out for several months pilloried the 'dumb press,' as he has characterized those in the publishing business who refuse to divulge their circulation data."

"Lord Northcliffe cabled to America to ascertain what the A. B. C. had accomplished. John Irving Romer, editor of *PRINTERS' INK*, one of the leading authorities on publishing and advertising matters in the United States, replied:

"Audit Bureau has proven successful beyond expectations of its founders. Has stabilized in United States the entire publishing and advertising industry."

"As Mr. Romer has said, we have revolutionized and stabilized the advertising and publishing business. The faker and the circulation liar to-day have, with few exceptions, been wiped out of existence. Advertising is no longer placed on a gambling basis. Appropriations are placed with a full knowledge of all the facts pertaining to the circulation which the space-buyer purchases. He knows exactly how

much he is buying—how it was secured—and where it goes. Advertisers and advertising agents representing annual expenditures of over \$150,000,000 are relying upon A. B. C. data in the proper placing of their advertising accounts."

SIDE-STEPPING THE ISSUE

"The A. B. C. publisher, while proud of the position he has taken in this movement for 'above-board circulation,' has one 'pet peeve.' He is constantly irritated by the fact that there are still a few publications who claim to be entitled to recognition in the placing of national appropriations who refuse to divulge their circulation figures and in some cases are getting away with their claims 'that we cover the community' or 'our word is our bond.'"

"In a few cases these publishers are conscientious objectors against this great reform which has swept the United States and Canada and is now spreading its influence throughout the rest of the civilized world. For them I have the utmost respect; but there are others who neither deserve nor inspire respect, who are hiding behind one of the greatest influences for evil which now inflicts the publishing and advertising business."

"By this I mean the so-called 'Government Statement of Ownership and Circulation,' called for by the Post Office Department under a law enacted by Congress in the year 1912."

"I have said that it is particularly fitting that the message I have to deliver should come before the Kansas City Advertising Club, because that club is identified with the early struggles for truth in advertising—in fact, if my information is correct, it was one of the first advertising clubs, as we now know advertising clubs, to be formed in the history of advertising. And its first president was also the first Managing Director of the Audit Bureau of Circulations—my predecessor, Russell R. Whitman, now owner and publisher of the *New York Commercial*.

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"I feel, therefore, that I can touch a responsive chord in the appeal which I am about to make for your support.

"The so-called 'Government Statement' of circulation, as provided under the act of August 24, 1912, is a stench in the nostrils of the advertising world. While it remains on the statute books, and while it is enforced in its feeble way by the Post Office Department, it is a detriment and handicap to the honest publishers of the United States.

"The honest publisher lays his cards on the table—he tells the truth, the whole truth and nothing but the truth. The publisher who hides behind this so-called 'Government Statement' may be telling the truth, but in many cases he is lying, and the Government is almost powerless to detect his lying. The Government has no machinery to follow up the statements of the twenty-odd thousand daily and weekly newspapers. And publishers who offer these lying statements to the advertiser and the agent as evidence of their net paid circulation are, with the aid of the Government, obtaining money under false pretenses.

EASY PUNISHMENT FROM THE GOVERNMENT

"As an illustration (and this is only one of a number of cases with which the Bureau is familiar):

"A publisher in a small Southern city printed in April of last year a statement of its circulation for the purpose of supplying a copy to the local postmaster and to the Post Office Department in Washington. He printed a few copies of the paper in which there appeared a figure approximately representing the actual printed copies of the paper—not the paid circulation, but the printed copies. These amounted to 11,461 copies (I am quoting relative figures).

"After a few copies of the paper containing these correct figures had been run off, the presses were stopped and the figures 44,461 (multiplying the real circulation by four) were substituted.

These later copies of the paper were used for circularizing advertisers and agents of the United States, as evidence of the publisher's claim to 44,461 circulation. And advertising was solicited on this basis, with the apparent authority of the United States Government backing the truth of the statement.

"Mind you, these figures appeared in what purported to be a sworn affidavit to the Government as to the truthfulness of the statement.

"By some chance—which so often happens in cases of this character—one of the printed copies containing the true figures, 11,461, escaped from the office of the publisher and, through a clipping bureau, was sent to the publisher of a directory in Chicago.

"Almost in the same mail there came a copy of the paper from the publisher, containing the figures '44,461.'

"The original figures, '11,461,' were used by this advertising service in their directory. Immediately after publication the directory was threatened by the publisher with action for damages for what was called 'misrepresentation.' The newspaper publisher claimed it was absurd to represent that his publication had only 11,000 circulation, when it had in reality, according to the publisher's statement, supported by the Government statement, over 44,000 circulation.

"In order to determine the truth of one or the other of the statements, a letter was written to the local postmaster, asking for the correct figures. A reply was made to this communication—not in a direct letter from the postmaster, but written, without signature, across the bottom of the letter in which the inquiry was made—that 'the circulation of this publication on April 6th was 44,461.'

"An appeal was made to the Bureau for its opinion and the Bureau referred the matter to Washington. The Post Office Department responded by sending to the Bureau a copy of the

original document filed by the publisher, in which it was clearly stated that the circulation—which, as I said above, apparently meant gross circulation—was 11,461. The Post Office Department was then given the full facts in the case and after several months' delay, during which the Government apparently had secured sufficient proof that the publisher had issued a fraudulent document, proceeded to inflict punishment.

"What was this punishment? The natural thing to expect would be either prosecution or that the publication would be denied the privileges of the mails. No such result followed the investigation made by the Post Office inspectors.

"The only punishment inflicted on this publisher for endeavoring to secure from advertisers and advertising agents four times the amount of money that his circulation warranted was a dignified slap on the wrist—he was obliged to repeat in his paper in October a correct statement as furnished to the Post Office Department in April.

"Do you wonder that the members of the Audit Bureau of Circulations, who lay all the cards on the table, protest against such unfair competition?

"Do you wonder they feel that the fraud and deceit covered by the so-called 'Government Statement' of circulation should be abolished at the earliest possible moment? I do not.

"The wonder to me is that the members of the A. B. C. are willing to go ahead and inaugurate reforms in spite of this unfair competition covered by the mantle of Government authority—especially when some advertising space-buyers are willing to accept these Government statements as all wool and a yard wide, without any knowledge of the quality of the wool or the use of a yardstick to measure it.

"Let me give you an example of how far ahead of the Government are the members of the Audit Bureau of Circulations. For many years the Audit Bureau followed the rule of the Government that

a subscription in arrears not over twelve months should be included in net paid circulation. That is to say, the Government established the rule that a publisher had twelve months in which to determine whether a former subscriber wished to renew his subscription—and during those twelve months he was allowed to supply a copy of the paper free. These free copies were carried through the mail at public expense and the advertiser paid for the whole cost of production.

"A year ago the Audit Bureau determined that a reform in this direction should be inaugurated, and it was decided to cut down the period of time in which a subscription should be called legitimate, if unpaid, to six months after the subscription had expired.

"The Bureau then appealed to the Government to support it in this position. Members of the Post Office committees of both the Senate and the House heartily agreed that the reform should be supported, but up to this date there has been not one particle of evidence that Congress was even asked to take action in the matter. In the meantime, while various committees of the House and Senate have been spending thousands of dollars in investigations regarding the best methods of preventing newsprint shortage, millions of copies have been carried in the mails at the expense of the people, without a definite order from the recipient for the publication mailed."

R. C. Lewis on Western Staff of House & Garden

Russell C. Lewis, who has been representing *House & Garden*, New York, in the New England territory, has joined the Western staff of the magazine and will be located in the Chicago office.

Bauman with Direct Advertising Corporation

Fred Bauman, formerly with Klau-Van Pietersom-Dunlap, Inc., advertising agency, Milwaukee, Wis., has joined the Chicago office of the Direct Advertising Corporation, Indianapolis.

Now's the time for Direct Action!

PRESTIGE COPY that spurred on your factory organization when displayed in beautiful colored proofs in your plant was all right in 1918.

But now is the time for direct action in advertising. That means newspaper advertising, which has become a part of the intimate home life of the ultimate consumer.

You can get direct action with dominant, big space, newspaper copy, secured by concentrating your campaign in the market centers in which you have distribution and in dominant newspapers as

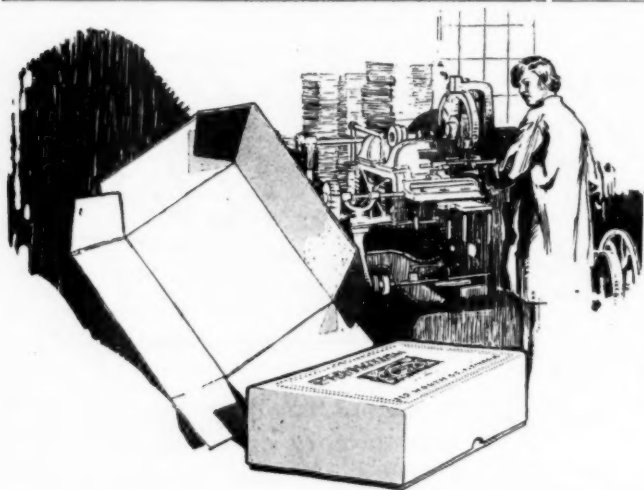
THE INDIANAPOLIS NEWS

New York Office
DAN A. CARROLL
150 Nassau Street

FRANK T. CARROLL
Advertising Manager

Chicago Office
J. E. LUTZ
First National Bank Bldg.

USE NEWSPAPERS ON A THREE-YEAR BASIS



A new margin of profit by packing them right

How one large textile manufacturer increased production and cut labor costs

IN the packing department of a big New England textile mill, production had reached a point which meant either making a big increase in their packing-room force, or else restricting output.

And the labor cost of "setting-up" the old-style solid cartons, even with unsatisfactory results, was excessive.

The manufacturer appealed to us. We made an unusual suggestion—a style of carton never attempted before for packing blankets. We recommended a folding box.

In place of the expensive packing-room staff, packing machines were installed which required only one girl to feed, and which increased the output by 50% more than the number formerly turned out by four skilled men.

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The new way, by displacing a costly hand-labor operation, secured a net saving—after allowing for all fixed charges on the machines—of 66 $\frac{2}{3}$ % in packaging cost.

But the biggest improvement of all was in the package itself. The old box had stayed corners, and a printed label—sometimes two—pasted on its face.

The new folding box is a complete package in itself—attractively printed in colors—carrying the message of the product direct to the consumer—a tremendous merchandising advantage.

This is but an illustration of the ingenuity and mechanical skill which the Robert Gair Company applies to the manufacture of Folding boxes, Labels, Shipping cases, Window display advertising.

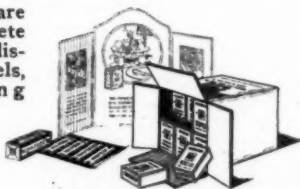
The Gair Unit Service

Because of its broad experience in solving shipping problems for the leaders in every industry, the Robert Gair Company is especially qualified to offer expert assistance and advice on every phase of package merchandising.

Because the greatest merchandisers of the country recognize this ability, more than a billion dollars' worth of merchandise was carried last year in Gair folding boxes, in Gair shipping cases, under labels made by the Robert Gair Company.

Our plant is the largest of its kind in the world. The recent acquisition of two new paper mills and the purchase of over a million dollars' worth of new equipment enable us to guarantee timely production on the largest orders.

With these facilities we are prepared to offer a complete service for packaging and displaying your goods—Labels, Folding boxes, Shipping cases, Window display advertising—giving unity to your product from factory to consumer.



ROBERT GAIR COMPANY

BROOKLYN

Folding boxes Labels Shipping cases
Window display advertising

—with economic conditions

changing overnight, where does the medium get off that requires copy weeks, months in advance?

When intensified selling is the need of the day, where does that medium fit in that scatters thinly all over the country?

There is a noticeable trend toward Newspaper advertising.

Daily Newspapers are the only mediums equal to any emergency—the most flexible, adaptable, and powerful of any, bar none.

Invest in Newspaper Advertising

E. Katz Special Advertising Agency

Established 1888

Publishers' Representatives

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Kansas City

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How Advertising May Help to Solve the Merchandising Problem of the Railroads

The "Undecided Traveler" Who Enters a Consolidated Ticket Office May Be Influenced by Advertising to Get His Patronage

By J. G. Condon

TO the casual observer, it would seem there is little in common between the merchandising problem of the manufacturer of a new brand of breakfast food and that of a passenger traffic manager of a railroad. And yet—

The man with the foodstuff ponders over the question of the corner grocery store and wonders how it will be possible to get the clerk to push his product against the better known packages of the same commodity on adjoining shelves.

The transportation man, whose principal excuse for drawing his pay check is his ability to keep the passenger trains on his railroad overflowing with travelers, furrows his brow and does some tall thinking on how he can prevail on the clerk in a Consolidated Ticket Office to remember his line instead of that of the older and better known railroad when a prospective passenger seeks a ticket to a competitive point and fails to say how he wants to go.

The railroad man's problem is comparatively a new one—Consolidated Ticket Offices are among the extremely few accomplishments of the late United States Railroad Administration which linger with us, even though it was less than a year ago that their unlamented parent faded away into history. The newness of the question, however, is no criterion of the study which has been given it, and it is safe to say that the sales manager or other executive pushing that breakfast food, or some other commodity, who has a sure-fire solution of the problem, will find a hearty welcome in the first general passenger office to which he hies himself. Only the stern and forbidding rules of the Interstate Commerce Commission

would keep him from getting an annual pass, and it may be he would be blessed with the secret method, if there is a method, for getting a lower berth on certain trains without passing out a juicy tip to the lad who manipulates the Pullman diagrams. And what could be a greater reward?

INEQUALITY AT THE CONSOLIDATED OFFICES

The general passenger agent of a well-known line in the South stated the case recently:

"While we have a perfectly up-to-date railroad," he said, "and our tracks and cars and schedules and terminals are just as good as there are in Dixie, it just happens that another line which competes with us for passenger business for a number of important points is better known among the traveling public. I don't know why that is—but it is true. Maybe it is because while we both advertise extensively now, it wasn't always true of our line, and there was a time when they were the only ones selling themselves and their service to the public. Anyhow, they have the call.

"Well, sir, the result is that when a man or woman walks into one of those Consolidated Ticket Offices down in our country and says he wants a ticket to C—, or some other place, and doesn't care how he goes as long as he gets a lower berth, everyone of those confounded ticket clerks will throw him out a pasteboard good on a train of our contemporary.

"And the worst part about it is that those fellows are supposed to be neutral. They are in the employ of all the railroads, no particular one, and they are told to, and say they do, ask every ticket-

buyer which line he wants to use when there are two or more lines running to the point to which he is going. That may be true. I can't prove they don't, but I do know we do not sell nearly so many tickets as we did in the old days when we had our own city ticket office and the prospective traveler who got inside our doors was ours or he wouldn't travel at all."

This story from the South is true of the whole country and tells a goodly part of the complaint from many passenger traffic men against the Consolidated Ticket Office. From the standpoint of the railroads as a whole, and also from the standpoint of the prospective passenger, they will admit that having all the ticket offices under one roof is advantageous, but from the particular angle of their own line, especially if it is not the strongest, they offer important objections.

The Consolidated Ticket Office plan undoubtedly has been a big money saver for the railroads as a whole. Before Federal control practically every railroad entering New York had three or four city ticket offices at strategic points in the more important business centres of the city. The same thing was true, to a lesser degree, in every other city in the country. Not necessarily did each line have several ticket offices in towns outside of New York, but most of the railroads had city ticket offices, in addition to their depot ticket offices, in practically every municipality boasting 100,000 people, and sometimes even in smaller places.

The rentals paid out on this account were tremendous, but it was difficult to find a passenger man who did not regard such expenditures as absolutely necessary. The officials of the smaller and weaker lines—meaning the lesser known, which accordingly have the lighter patronage—insisted they were necessary that they might sell the experimental passenger, the one willing to take a chance, the one seeking "a new way to go," and the unsophisticated traveler a ticket via their

railroad. And the passenger executives of the stronger lines calmly declared they had to have similar offices to meet the competition of the weaker ones.

So it went until Director General McAdoo took charge of the railroads, and the real and genuine saving in expenses he effected on this account was one of the most satisfactory of those he brought about.

EASY TO "SHOP" FOR TICKETS

To the man in the street, the fellow interested only in buying his ticket and his berth or parlor car seat at a minimum effort, the Consolidated Ticket Office undoubtedly is a great advantage and many a regular traveler has called down blessings upon the head of Mr. McAdoo as a result. There can be no question of this, and mention should be made of it, because blessings were not the things most generally invoked upon the raven locks of the Director General of Railroads, Secretary of the Treasury, High Commissioner and what not of the heyday of the Wilson Administration. The memory of table d'hôte dining car service, sleeping cars packed top and bottom, reduced service and the dozen and one other things which war and Government operation brought upon American travelers still lingers, as does that of the things they said about the man responsible—or at least whom they blamed for it.

Take this man in the street who lives in New York and tell him he has to go to Buffalo to-night. He drops into the office at 64 Broadway and makes his wants known, perhaps at the New York Central counter. But it may happen that the New York Central has no lower berths left in its Buffalo sleepers.

The "plenty of uppers" offer of the clerk falls upon deaf ears. Just a step away is the counter of the Lehigh Valley or the Lackawanna, both with sleepers for Buffalo, and the chances are that he can get a lower on one of these lines.

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would have taken that New York Central upper and had an unsatisfactory night of it, rather than have walked a block or so to the Lehigh Valley office, always with the possibility of finding no lowers there and having to trudge further to the Lackawanna's establishment.

Passenger men must necessarily admit all this, but they see an entirely different side of the question when studying the earnings statements their traffic vice-presidents pass along to them with large question marks decorating the sheets. The general passenger agent who has been quoted was speaking the sincerest thoughts of the whole cult when he mentioned the fact that getting a prospective traveler into a city ticket office usually meant a ticket sale over that line. In the individual office the clerks naturally were employees of the one line. Their records and all their hopes of promotion were based upon the sales they made, and it was a wily and elusive person who could get away from one of them once he had crossed their threshold.

"And what have we now?" demands the general passenger agent from the South. "Clerks who don't work for any railroad, who owe no allegiance to any line, who sell tickets only to those who demand them over the railroad the purchaser thinks he wants to use or the line of least resistance (and he didn't mean a pun either) and whose only thought is 'how long till quitting time?' Theirs is a general attitude of 'take it or leave it,' and we smaller railroads suffer seriously as a result."

Of course, this is a broad and rather unfair indictment of the Consolidated Ticket Office organizations the country over. Generally it will be found that the forces in these establishments are active, courteous and well-informed, but the quoted remarks of this veteran passenger man represent the attitude of many railroad men who refuse to believe anything good of these bureaus.

Incidentally, there is a general

tendency to credit or discredit the Railroad Administration and Mr. McAdoo with the creation of the idea of the Consolidated Ticket Office. This is incorrect. Long before the railroads were taken over by the Government the passenger ticket offices in St. Louis had been gathered together under one roof and the same thing had been done in Memphis and several other points. The plan was not exactly the same as came into being with the Railroad Administration. Each railroad had its own individual office, but they were nested together immediately adjoining each other. Strange as it may seem, St. Louis never abandoned this plan, and all during federal control its city ticket offices functioned as they had before. The Pennsylvania is the only line away from the nest in St. Louis now.

While Chicago still has two Consolidated offices—one for the Eastern railroads, the other for the Western—all the lines are no longer to be found together. The Chicago & North Western reopened its old city office at Clark and Adams Streets soon after the railroads were returned to private control and the Wabash likewise abandoned the Jackson Boulevard establishment for Clark Street—the one-time Rialto of all passenger men in Chicago.

The story of the situation in Detroit has heretofore been told in PRINTERS' INK. There the Pennsylvania, the Wabash and the Pere Marquette have a "union ticket office," while the other lines are in a "consolidated."

TICKET OFFICES AGAIN IN COMPETITION

Out in Kansas City the Consolidated Office has all but disappeared from the map. The Rock Island and the Burlington still occupy the site but the other lines have opened their own offices. All of them, however, except the Union Pacific, are within a radius of a block. In Minneapolis the same situation is to be found, with the Burlington and the Great Northern alone remaining where the Consolidated Ticket Office

was. In Philadelphia the Pennsylvania now has the erstwhile Consolidated Office all to itself and in Washington all of the Southern lines no longer are associated with their fellows of the North.

But for these there are many where the conditions reminiscent of Railroad Administration days continue. Boston, for instance, with only a minor change or two; Cleveland, Baltimore, Denver and others, including New York—where there are four Consolidated Offices, with an additional one in Brooklyn—all continue functioning happily and efficiently. Even in New York, however, there are passenger men worrying over that fellow who hasn't made up his mind which line to use and wondering how they can land him on one of their trains. Advertise for him, of course, is the answer, though none has seriously attempted that as yet. Most of the railroad advertising done in New York since Government control ended, aside from the institutional copy of the New York Central, has been by the Western and Southern lines not directly represented in the Consolidated Ticket Offices. There is an interesting time ahead if the offices are permanently continued in Gotham and the various competitive lines set out with advertising to capture the undecided traveler who must go to a Consolidated to buy the bit of pasteboard or the yard of green paper so essential to his journey.

Texas Publishers and Advertising Men Meet

Publishers and advertising men of Texas held a joint meeting during the Ninth Annual Texas Advertising Conference of the Associated Advertising Clubs of Texas and the Regional meeting of the Southern Newspaper Publishers' Association, both organizations having independent conferences at Waco on January 24 and 25. There were two joint meetings of the members of these organizations, one being at the Waco Fish Pond as guests of the *Waco Times-Herald* and the other at the Raleigh Hotel as guests of the Waco Advertising Club. At both places an elaborate banquet was given, with J. J. Hutchison, advertising manager of the

Waco *Times-Herald*, presiding at the Fish Pond meeting, and J. W. Carlin, president of the Waco Advertising Club, presiding at the Raleigh Hotel meeting.

The convention session of the Associated Advertising Clubs of Texas was presided over by Harold Kayton, San Antonio, president, while the regional session of the Southern Newspaper Publishers' Association was presided over by President M. E. Foster, of Houston.

Addresses were made by W. V. Crawford, Waco, president Texas Cotton Palace; Joe Dawson, Dallas, manager Southwestern Advertising Agency; M. E. Foster, president Southern Newspaper Publishers' Association; Hugo Swann, manager, Dallas Better Business Bureau; Lowry Martin, Corsicana *Star*; W. R. Patterson, newly-elected president of Associated Advertising Clubs of Texas; H. C. Burke, Jr., Fort Worth, vice-president Associated Advertising Clubs of the World; Wm. Brockhausen, State secretary, Associated Advertising Clubs of Texas; J. C. Wilmarth, advertising manager, El Paso *Herald*; Frank Huntress, publisher San Antonio *Express* and *Daily News*; Mayor Ben C. Richards, of Waco; Sam D. Jones, advertising manager, Waco *News-Tribune*; C. N. Olsen, vice-president Associated Advertising Clubs of Texas; Jno. Dealy, Jr., manager, Dallas *News*.

Two Campaigns from St. Paul Agency

The Home Comfort Company, St. Paul, Minn., manufacturer of bread and cake cabinets, has appointed Betting-Thompson-Madden, Inc., St. Paul advertising agency, to direct its advertising. A business-paper campaign, supplemented by newspapers in large cities where the company has jobbing connections, will be started the latter part of February.

This agency has also obtained the account of the La Crosse Clothing Company, La Crosse, Wis., maker of overalls, work clothes and children's playsuits. A campaign to cover Wisconsin and Minnesota on "Bear Brand" overalls will be released after March 1.

An Unusual Bank Advertisement

An unusual financial advertisement appeared in New York newspapers a short time ago. This advertisement was a statement of the financial condition of the United States Trust Company of New York as of the morning of January 1, 1921.

Although stereotyped in form it presents, perhaps for the first time, a statement of a bank that shows in detail the manner in which every penny in this bank's hands is invested. Not only are the various stocks and bonds that this company owns listed, but for each item the price paid, the book value and the yield are given.

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The Acid Test On Reader Interest

Two increases of a newspaper's selling price in two years is surely putting the acid test on reader interest. That's what The Louisville Herald did, and, despite its increases, it is now selling many more newspapers in 1921 at the new rate, than it did in 1918, at the old—the figures follow:

THE LOUISVILLE HERALD—DAILY

July, 1918, 6 years average at 1 cent. . . 44,184 net paid
July, 1920, 2 years average at 2 cents. . 49,568 net paid
Nov., 1920, 4 months average at 3 cents. 48,187 net paid

THE LOUISVILLE HERALD—SUNDAY

July, 1918, 6 years average at 5 cents. . 37,391 net paid
July, 1920, 2 years average at 7 cents. . 50,883 net paid
Nov., 1920, 4 months average at 8 cents. 54,448 net paid

The Daily Herald, increased 200% in price, gained 3,993 copies; the Sunday Herald, increased 60% in price, gained 17,057 copies. Advertisers will look far to find a better proof of reader interest than this showing of

The Louisville Herald

Kentucky's Greatest Newspaper

Eastern Representative: Kelly-Smith Co., Marbridge Bldg., New York

Western Representative: John Glass, Peoples Gas Bldg., Chicago

Southern Representative: Geo. M. Kohn, Candler Bldg., Atlanta

Pacific Coast Representative: R. J. Bidwell, San Francisco, Cal.

ONE OF THE SHAFFER GROUP OF NEWSPAPERS

THE ECONOMY OF

Effective economy in advertising means choosing for your messages mediums of greatest *influence*.

The hardware medium of greatest national influence is the paper most hardware merchants *buy* and *read* because of constant, proven business help and value.

There is one hardware paper that is *preferred* by hardware

HARDWARE

CONCENTRATION

merchants in all sections of the country.

This paper is used *exclusively* by a large number of manufacturers who advertise in any hardware paper.

Hardware Age with a *paid* circulation and *reader preference* the country over offers economic opportunity to concentrate your hardware advertising for the greatest national effect.

RAGE

239 WEST 39TH STREET
NEW YORK CITY

Copy Writers Want Territorial Information

NEW YORK CITY, Feb. 3, 1921.

Editor of PRINTERS' INK:

To my mind space buying at this period is a highly specialized work, and should be kept as much as possible in the hands of those who understand its fine points and technicalities. I believe the smaller organizations not having sufficiently large staffs to include the services of a competent space buyer, should stick as closely as possible to service work in the creative field.

I agree with you that the space in which an advertising message appears is quite as important as the preparation of that message. The finest operatic star in the world may find favor in a vaudeville theatre, but would undoubtedly lack the proper setting and background, and part of the esthetic appeal for which she was best suited would be lost because of a lack of quality in the audience. Thus it is with the advertising message that is not fittingly placed.

I believe that the competent space buyer of to-day should not only be familiar with statistics, but should have an appreciation of buying habits and territorial peculiarities, and if possible should be well traveled.

In my humble opinion, if more of the publication data furnished to space buying departments, or compiled by them, were brought to the attention of the copy departments in the larger organizations, there would be a more individualized preparation of copy suited to particular territorial conditions, and greater service to the advertiser would result.

MINNA HALL SIMMONS.

The Independent Press and Reader Influence

Some papers go so far as deliberately to offend advertisers, "just to show they are not bossed." Nothing like independence secures circulation. Intelligent advertisers ought to know this. They should patronize the most fearless and freest sheet, because the people who read it are influenced by it and a "kept press" would influence nobody. If I were a hatter, I would advertise in a paper that opposed hats. If I were a barber, I would patronize the newspaper that extolled whiskers.—Dr. Frank Crane, in *Current Opinion*.

A Club That Sticks to Business

The Hutchinson, Kan., Advertising Club has completed its programme up to and including the meeting to be held July 12. The club, which is a member of the Associated Advertising Clubs of the World, meets for dinner every two weeks. A local speaker is assigned for each meeting, the subjects of the addresses being upon some phase of the retailer's advertising problem.

Space Buying No Easy Job

ALBERT FRANK & COMPANY

NEW YORK CITY, Feb. 4, 1921.

Editor of PRINTERS' INK:

The article entitled "Keener Judgment Needed in Buying Space" is very interesting, but I hardly agree with the opinion that the present-day space buyer is becoming flabby.

Space buying to-day is no easy job—thanks to the A. B. C. The present day space buyer need not worry about circulation figures and the method by which circulation is secured. He has his standard rate card to help make things easy. But the present-day space buyer's job consists of more than merely buying so much circulation at a bargain rate, as of old. He must know a publication from beginning to end—he must know why a publication exists—what its objects are—who it reaches, and he must find time to look them over, if not to read them. As you say, a space buyer of to-day is a busy man.

The present-day space buyer has gone to a great trouble and work in securing these data regarding publications, and I believe that he is doing his utmost to see that every dollar appropriated by a client is wisely invested. Of course he is not infallible. Here and there you will find flagrant errors of judgment, and you may also find slipshod methods, for which the majority of space buyers are not to blame.

FRANK J. REYNOLDS.

President.

William Feather, Director of Cleveland Ad Club

William Feather, president, of the Wm. Feather Company, Cleveland, publisher of house magazines, has been elected to the board of directors of the Cleveland Advertising Club to fill the vacancy caused by the resignation of Wilber Hyde, of the Abner Royce Company. Mr. Hyde was also treasurer of the club, to which position George Rutherford, of the George Rutherford Company succeeds.

Missouri Association of Advertising Clubs Planned

An association of advertising clubs in Missouri is planned. Preliminary plans for such an organization were recently made in St. Joseph at a conference of advertising men from various parts of the State. Representatives from St. Louis, Kansas City, Joplin and St. Joseph were in attendance.

Leaves Washington, D. C., for Los Angeles

Harry H. Wright, for the last year in the advertising department of the Washington *Times*, has been transferred to the Los Angeles *Examiner*. He was formerly a member of the advertising department of the Baltimore *Sun* and other Eastern papers.

Baltimore Has Few Commuters

☐ Baltimore—one of the largest commercial centers in the United States—has the smallest number of commuters among its population. An official estimate places the number of daily commuters in Baltimore at 4,000.

☐ One reason for this condition is that such a large number of Baltimoreans own their own homes in the city limits. There are over 129,000 homes in the city and about 60 per cent. of them are occupied by their owners.

☐ That is why it is so easy to cover the Baltimore market through *The Sunpapers*, which are delivered *into these homes* by authorized Sun Carriers.

☐ Net paid daily circulation (Morning and Evening) of *The Sunpapers* now exceeds **205,000**. No wonder

Everything In Baltimore Revolves Around **THE SUN**

Morning

Evening

Sunday

JOHN B. WOODWARD
Times Bldg., New York

GUY S. OSBORN
Tribune Bldg., Chicago

**Baltimoreans Don't Say "Newspaper"
—They Say "Sunpaper"**





"COMFORT is
greeted by every
member of the fam-
ily as an old friend.
It is the best paper
I read."

Mrs. George Palm,
Oklahoma.

W. H. GANNETT, Pub., Inc.,
Augusta, Maine

WALTER R. JENKINS, Jr., Representative
New York Office: 1829 Apollon Hall

FRANK H. THOMAS, Representative
Chicago Office: 1635 Marquette Bldg.



The Public's Hunger for Fact Advertising

Generalities Give Way to Plain Statements That Permit of No Questioning—To Sell Goods on the Printed Page, Talk with That Conviction Which Comes with Proof

By A. L. Townsend

AN advertiser of ranges could not seem to get results from his localized campaigns. His method was to start intensive newspaper advertising in a certain town, and then energize the dealer. The advertising used was most attractive. It showed the range, pointed out its specific virtues, and was all aglitter with chorus-girl housewives making apple pies, while father peered smilingly through the kitchen door.

But there was none of the sharp reaction we have a right to expect from three-column, six-days-a-week newspaper advertising in a certain restricted territory. It was at this juncture that a seasoned advertising man ran down to find out the cause of the trouble. He immediately stopped the campaign, as scheduled, and substituted some copy that was locally prepared. A picture of the stove was used, but the bulk of the space was taken up by text written there on the ground.

Nineteen of those ranges were in use in that village. In every case the owners were people of importance. By the most diplomatic scout work, the advertising manager arranged to quote what some of these people said of the range and why it was giving satisfaction.

This advertising campaign paid from the very start. Facts were presented. The arguments advanced were not those of a copy writer, not the observations of a manufacturer—they represented what actual users thought of the article after using it.

It is an era of facts. People want them, demand them, respond to them. The prospect demands to be shown, and this is particularly true of the 1921 prospect. He

would rather have less generality, and far more of the stuff that conviction is made of.

When people like and approve of a thing, they are more than likely susceptible to the testimonial. They want to tell others of the satisfaction they have experienced. There is no stronger advertising force than the enthusiasm of the pleased user.

It has been said that there are a limited number of approaches that can be made in advertising copy:

The article can do its own talking, as if animated. The manufacturer can talk, through the copy writer. The user can voice his satisfaction, via the testimonial. Or there can be just plain gush.

Doubtless all of these methods have their time and their place. It is not necessary, however, in making a fact the foundation of an advertisement, to give it a living personality. Facts are facts, whether personal or not. Anything which most of us accept as the truth makes excellent advertising material.

The trouble seems to be that it requires no end of trouble to dig up facts. They are not on the surface. You can't sit down and make them up. They are the result of investigation, study, analysis, research. Perhaps that is why they are not altogether popular among some writers of copy and some creators of advertising.

HALTED BY FACT FIGURES

When the eye runs through advertising pages and bumps into the headline, "Nearly a mile a day," and sees an irrigation ditch running endlessly off into the perspective, interest is automatically aroused. Here is a frank

statement. It must be true. The advertiser would not dare print it if it were not true. "Forty men, with picks and shovels, cannot dig a mile of ditch seven feet wide and three feet deep in one day."

Here is a challenge to begin with.

But the Hercules Powder Company, having received a remarkable letter from a customer, makes advertising capital of it, and rings the gong of conviction. There is no going past a fact. Whereupon the letter is reproduced:

"I have used your Sixty Per Cent Dynamite in blasting several miles of ditches on my place and find it is a very satisfactory method. It is certainly the most economical. With a crew of nine men, I blasted out nearly a mile of ditch three feet deep and seven feet wide in one day, which, by ordinary digging, with shovels, would have taken many times more than one day."

The Hercules company therefore constructs its entire advertisement upon an actual fact. It is not the mere statement of a copy writer. It has backbone.

Just to make doubly sure, it illustrates the space with a pen drawing made from an actual photograph of the experiment.

What can we term "fact advertising"? A number of current examples follow. It will be noted, in every case, that both copy and illustration are of the kind that could not possibly be prepared without "digging." The Carter's Ink Company clinches one of its most important arguments in this fashion:

"Five days under water—but the bank's records were still legible." And then follows a real melodrama of advertising, built on fact:

"From Atlanta ran this warning to the little town of West Point on that December night: 'The Flood's coming! Look out for a 20-foot rise of the Chattahoochee River!' And before midnight it began—up over its normal highmark—up into the town's streets—up into the homes and

business houses. With the river swashing over the floors of the First National Bank, the officers piled high the records and left in boats for higher ground. Five days later they returned. The record books were there, mud-covered, soaked through and through; surely not a single entry could possibly be read. Yet every single line was read."

Grinnell Industrial Piping might make rather uninteresting material for an advertisement, were it not for the fact that stories are dug out of the grind of the drab everyday. There is reader interest, immediately, in the sight of many Chinese coolies carrying heavy bags up from the boats under the palm trees.

It was just the sort of advertising material that you might never expect to associate with a product of this character. "A surprise for travelers abroad—possibly for you across the street. In far-away places beyond strange seas, under strange skies, the traveler comes upon—manufacturing plants! He is surprised. Out of curiosity, he goes in to see if little yellow men, brown men or white men are at work with modern machines. Many times he finds machines from England, Holland or Germany—telling of the inventive genius of other nations. But when he glances up at the ceiling, he sees, at intervals along the lines of pipe, a little American invention made in Rhode Island."

Facts are more than stubborn things, in advertising, they are intensely interesting things. Occasionally a glamor of mystery or romance is hovering above them. A most striking advertisement was the Armco display for Ingot Iron. Along a railway terminal yard, stood a great metal casting—a car part. Kneeling beside it was a strange, somewhat fantastic figure, head covered by a grotesque mask. This figure concentrated the white heat of a welding machine upon the metal.

"The Man in the Mask" was the headline. What manner of story was being told here? We must read on and see:

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An attractive repeat campaign on American radiators has been received by The Minneapolis Tribune from Critchfield & Co. The American Radiator Co. is a steady advertiser in The Tribune and has been successful in making its product almost a household word in the Northwest.

The Newell-Emmett Company has sent The Minneapolis Tribune a campaign for the Liggett & Myers Tobacco Co. on Fatima cigarettes. There are ten insertions of 378-line copy in the schedule.

Koppers Coke, a fuel manufactured by the Minnesota By-Products Company, is being advertised in The Minneapolis Tribune, copy coming from the Corning, Inc., agency of St. Paul.

D. Auerbach & Sons' chocolate is being advertised again in The Minneapolis Tribune. Copy, appearing once a week, comes from the Peck Advertising Company.

The Minneapolis Tribune has been selected for another campaign by the H. J. Heinz Company for Heinz Oven Baked Beans. Copy and schedule comes from Calkins & Holden. Heinz baked beans have been quite well popularized throughout the Northwest by previous campaigns in The Tribune and retail dealers are well set to cooperate with the advertising.

The F. Berg Hat Company is popularizing its product in the Northwest with a line of display advertising copy in The Minneapolis Tribune, running 300 lines to the ad. This schedule comes from Joseph Richards & Co.

A campaign aggregating 14,552 lines throughout 1921 for Arbuckle Brothers Yuban coffee has been placed in The Minneapolis Tribune. The last

ad will appear November 8. Copy and schedule come from the J. Walter Thompson Company. The advertisements run sufficiently large in size to attract attention and the schedule is so well sustained that this coffee should forge to the front rapidly as a good seller in the Minneapolis market.

Advertising for the Standard Steel Car Company is being carried in The Minneapolis Tribune, copy and schedule coming from the Geo. Batten Company.

The National Kellastone Company has made big strides in the sales of its product since it first began advertising in The Minneapolis Tribune a year ago. It was one of the principal exhibitors at the Minneapolis building show this year, and had a special building show advertisement in The Tribune which it is following up with a spring campaign, copy being furnished by Simonds & Simonds.

Benson, Gamble & Slaten have sent The Minneapolis Tribune a schedule and copy covering an extended financial advertising campaign for Straus Brothers.

The Welch Grape Juice Company has selected The Minneapolis Tribune for a campaign on Grapeland, running twice a week for fifteen weeks. Attractive copy for this campaign comes from N. W. Ayer & Son.

Another attractive and forceful campaign for Paris Garters, manufactured by A. Stein & Co., has been placed in The Minneapolis Tribune through the Snitzler-Warner Advertising Company. This copy starts March 3 and runs twice a week during March, April and May, then once a week every other week in June, July and August.

Member A.D.C.

The Minneapolis Tribune

Is the oldest and best daily Newspaper published in Minneapolis.

Has the only 7-day Associated Press franchise.

Accepts no questionable advertising.

Makes no trade contracts.

Is cautious as to its credits.

Has the largest total circulation.

Has the largest home carrier circulation



FIRST
in its
City

FIRST
in its
State

FIRST
in its
Federal
Reserve
District

"Here is the metal doctor—the man who mends the fractures and the breaks; the welder, who takes cracked, broken, almost worthless parts and makes them as good as new. It is impossible to measure this man's value to American industry—the thousands of dollars he saves by repairing crippled castings."

The copy proceeds to tell why Ingot Iron is best for welding because it is practically pure. Facts are foremost in this advertising and always the subject material seems to be out of the ordinary, picturesque, fruitful for the artist and his illustrations.

Here we have a freight car, backed up on a hill, while below, in the valley, many trains bearing many tons of fuel for factories. Men are unloading the large car in the foreground. They are removing rolls of insulation from it. The reader is faced by this compelling statement:

"This one car of insulation will save 742 cars of coal!"

In the event that the statement may be questioned, there is a small-type block of text bearing the significant caption, "The Proof." This is made up of incontrovertible facts.

A Johns-Manville advertisement illustrates the laying of new asbestos shingles right over the old wooden-shingled roof. It seems a surprising thing to do. "Lay them right over the old shingles," is the advertiser's blunt advice, and he says, in explanation: "We recommend this method without reservation. Ten years' trial has convinced us that it is not only the most economical way to re-roof, saving, as it does, the labor, expense, dirt and confusion of tearing up the old roof, but it is also the most practical way, since you have that much additional insulation and protection."

There has been no more convincing advertisement in the campaign for Indestructo Trunks than the photographic view of some battle-scarred veterans of the road, used in connection with equally conclusive text. People want proof, they want facts. Why

not give it to them, in place of beautiful generalities and human-interest camouflage?

"The trunk shown on the left," states this advertisement, "is proof of the superior strength of Indestructo construction. This trunk is one of four that recently made a journey around the world, covering 35,000 miles without a single break or opened joint in any of the four trunks. Ordinary trunks must generally be discarded and replaced from one to three times during a globe-circling trip." The photographic illustration, literally covered with stickers, pasters, labels and hotel poster-stamps, leaves little room for doubt.

Facts are fighters for a cause. They brook no questioning, no doubts, no sneers of disbelief. The remarkable part of it is that they give birth to extraordinarily interesting copy and picture ideas for prosaic subjects. Have you followed the advertising of Goulds pumps? Here we have facts ever to the front, arguing in a way that no mere surface copy could hope to do:

"With miles of fire hose and sprinkler lines, a great city's business buildings are perpetually armed against the arch-enemy—fire. The ammunition, water, in reservoirs, aqueducts, in stout mains and lofty tanks, stands ready to be hurled against the foe. Now comes the alarm! The enemies are about to grapple. In the deep sub-cellar—far below the sidewalk—the fire pump has been waiting; waiting perhaps for years. How many workers in the building have ever even seen it? Yet the fate of all the people and property in that building hangs largely on that fire pump's response."

There is an imposing illustration of the immense Bush Terminal Building, New York, and reference is made to the fact that it is protected by Goulds pumps, that must send water up 450 feet above the sidewalk level.

We are entering upon an age of advertising when facts are demanded and when campaigns employing them bring sure response.

A

Doubt
The



The presence of Sheaffer Pen and Pencil advertising in the All Fiction Field is proof again that the more than million-and-a-half buyers of these ten publications respond to "reason-why" copy.

The ALL FICTION FIELD

"The Field of Greatest Yield"

Published by

Doubleday, Page & Co.
The Frank A. Munsey Co.

The Ridgway Company
Street & Smith Corporation

1,596,415 A. B. C. Circulation

[better
paper
better
printing



WAR
STANDARD

How better dummies will help your printing

MANY jobs of printing cost as much as a small house. No house is built without a blue print. No printing can be properly planned without a dummy.

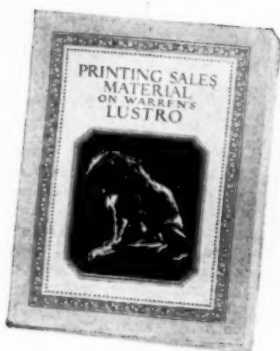
To aid printers and buyers of printing toward a better understanding of the job at the outset, we have prepared books of dummy material.

These books contain specimens of type, borders, initials, engravings, page arrangements, rules and decorations.

You would search through drawers-full of miscellaneous clippings to find what has been carefully assembled for you in these books of dummy-making material.

A book recently issued is printed on Warren's Lustro, and we recommend it as helpful to anyone planning printing that is to be executed on glossy-coated paper.

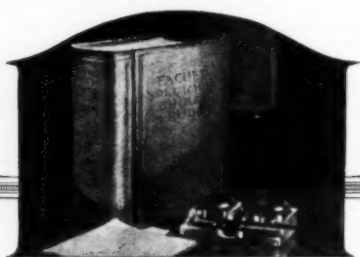
These books are distributed to printers, buyers of printing, artists, and designers by paper merchants who sell Warren's Standard Printing Papers. If you do not know the merchant to whom you should apply, write to us and we shall send you his name.



S. D. WARREN COMPANY, BOSTON, MASS.

WARREN'S

PRINTING PAPERS



A book handicapped by unnecessary weight

IF you have ever leaned across a wide desk and with a great effort raised at arm's length a heavy directory resting on the opposite end, you will have experienced one important need for lighter books.

It is not unusual in many books of 2000 pages, and measuring about 6x9 inches, to find the weight close to 14 pounds. A book of the same size and number of pages would, if printed on Warren's Thintext, weigh about 5½ pounds. If Warren's India were used, the book would be even lighter in weight.

Books of such light weight are possible because of the extreme thinness of Warren's India, which runs 1420 pages to the inch and Warren's Thintext, slightly heavier, of which 1184 pages are necessary to make an inch.

In addition to being adaptable for books, both Warren's India and Warren's Thintext can be used for loose-leaf catalogs, insurance rate books, students' reference books, and folders and booklets that must fit into very small spaces.

Both Thintext and India are Warren Standards and papers of The Lindenmeyr Lines. They form, together with Strathmore Expressive Papers, Buckeye Covers, Princess Covers, Old Hampshire Bond, Brookdale Linen Bond and the other papers of The Lindenmeyr Lines, a collection of better papers which encourage better printing.

We will gladly send you samples of Warren's Thintext and Warren's India so that you may become acquainted with their extreme thinness, good opacity and fine printing surface.

Telephone:

Spring

9600

ESTABLISHED 1859

**HENRY
LINDENMEYR
& SONS**

32-34-36
BLEECKER
STREET
NEW YORK CITY
N. Y.

**THE
LINDENMEYR
LINES**

16-18 Beekman St.,
New York, N. Y.

54-56 Clinton St.,
Newark, N. J.

58-60 Allyn St.,
Hartford, Conn.

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Scuttle the Merchant Marine—or Advertise

Where Is the Resourceful Genius of America, That a New Business,
Ready at Hand, Is Allowed to Go by Default?

By S. C. Lambert

Washington, Jan. 10.—The Shipping Board has 208 steel vessels of 1,262,000 dead weight tons now tied up and about 100 more have already been placed on the list for withdrawal, it was learned to-day. Before the current depression in shipping has reached its peak it is anticipated that a total of 400 steel ships of 2,250,000 dead weight tons will be idle. In addition to these ships, 260 wooden ships of 958,000 tons have been withdrawn from trade.

THE foregoing dispatch to *The Journal of Commerce*, New York, would seem to indicate that our much-vaunted merchant marine is giving an imitation of a snake disappearing down a hole. Irrespective of any opinion as to the wisdom or unwisdom of the policy which has been followed by the Government, and without reference to any theory of ownership or management, the plain truth is that unless something definite is done to secure more business for our ships we shall shortly be in much the same relative position as before the war so far as the ocean-carrying trade is concerned. The proud *Leviathan*, rusting in her Hoboken berth, bids fair to become a symbol of a dream that came to naught.

Not that there is the slightest intention of implying that the depression in the ocean-carrying trade affects our ships alone. Neither is that depression the result of anything which has been done, or left undone, by the politico-commercial organization and management of our marine affairs. The sins, negligences and omissions of the United States Shipping Board may be what they may be, but the board is not chargeable with a falling off in business which has affected almost every line of industry alike. Neither the Shipping Board, nor anybody else, can be expected to keep ships running for very long when there are

neither passengers nor cargo for them to carry. And the plain fact is that no line of steamships crossing the Atlantic under any flag is getting all the business it can handle, or anywhere near it.

So it is not a question of politics, but of getting enough business to keep going. In other words, we are up against a situation which a business man used to handling merchandising problems would recognize instantly: a situation in which, if we are not to shut up shop entirely, we must either secure a larger share of what business exists, or else go out and create a sufficient volume of new business for ourselves. It won't help this particular situation a bit to make campaign speeches about restoring Old Glory to the seven seas. We are up against a merchandising problem first, and everything else can wait.

WHO WILL ANNEX THIS GOOD-WILL?

Now let us suppose that the situation were to be analyzed by a merchandising man, from the merchandising standpoint exclusively. He would discover something very interesting indeed from his viewpoint, but which seems not to have been grasped at all by any of the steamship people. To him it would be of the first importance; while to them it seems hardly worth bothering about. That something is an immense body of good-will which is floating about unattached and being rapidly dissipated into thin air.

Imagine if you can the contest that would ensue if two of the largest producers of automobiles or talking machines were suddenly to cease production entirely, leaving their good-will orphaned,

so to speak. Does anyone suppose that the other producers in the field would go on as if nothing had happened, making no effort to attract that good-will to themselves? Would all the rest lie down on the job and say, "Oh, well, we'll get a certain share of it anyway, probably, but we can't help it if we don't"? Hardly. That orphaned good-will would appear a very definite and specific prize to be gained, and sales and advertising departments would receive very definite and specific instructions to "go get it." That is the merchandising attitude. The attitude of the transatlantic shipping companies—all of them, not merely those under the supervision of the Shipping Board—is something else again.

For be it noted that the two lines of transatlantic steamers which divided between them almost, if not quite, half of the total available business, have been out of the running since 1914! The good-will which had been built up for the Hamburg-American Line and the North German Lloyd by the most skilful advertising and merchandising methods was orphaned seven years ago, and since that day nobody has appeared as claimant. If any of the steamship companies recognized that anything of the sort existed, they gave no sign of it. Certainly none of them made any effort to capture it. But that orphaned and alienated good-will which belonged to the German companies represents what is perhaps the biggest prize that was ever dangled before the eyes of an industry, and up to date there is no indication that anybody has even discovered it.

Up to the present date the steamship companies, American, British, French and all the rest, have been calmly proceeding along time-honored lines, picking up the business which was lying around loose and making no attempt to organize and consolidate what was gained from the old German companies. For some time after the armistice

there was a positive and serious shortage of passenger and cargo space, due to the losses of vessels during the war, and business came without asking—more business than could be taken care of comfortably. Latterly, however, as is well known to everybody, this rush of business has ceased, and in spite of the shortage of available vessels, ships are sailing only partly filled, while others are being laid up in port. Leaving all questions of national pride out of consideration, we have an investment of something over \$3,000,000,000 in ships, with an annual commitment of \$375,000,000 for interest and charges. Our ships are not earning a fraction of that annual charge today. They are not even holding their own in the contest for what traffic is to be picked up. What are we going to do about it?

PRIMARILY A PROBLEM OF MERCHANDISING

Reorganization will not help us any. Investigations of past shortcomings will get us nowhere, so far as this present situation is concerned. Changes in the theory of ownership or operation will prove equally futile, unless accompanied by a change of policy. Legislation cannot bring into existence a single ton of freight, or sell a passage ticket. It is a question solely of getting more business—of securing a larger share of what business already exists, and of creating new business. Those things must be accomplished first of all, if our merchant marine is to survive in competition with the more firmly established lines under other flags. And those things are merchandising problems pure and simple: to be accomplished by salesmanship, personal and printed, backed by the right kind of service. We ought by rights to be inheritors of a goodly share of the good-will lost by the German lines, and that is almost wholly a question of the right kind of advertising. In short, the whole problem resolves itself very largely into a question of the methods by which the service



Inasmuch as the buying of a car is decidedly a home interest, the strength of The Journal in the home is well measured by the advertising lead in the Automobile Show Number recently published in Minneapolis. In automobile display advertising, The Journal led the second newspaper by 24%. In automobile classified advertising, The Journal led by 86%. This again confirms the splendid record The Journal has maintained for eight years in its average yearly lead of 22% in automotive advertising.

THE MINNEAPOLIS JOURNAL

Represented in New York and Chicago by O'Mara & Ormsbee

of the American merchant marine is presented to the public.

Now it may be, and doubtless it is, the opinion of the powers that control the destinies of our lusty but languishing merchant fleet, that in printing a list of sailing dates on the classified pages of a list of newspapers they have done all that can profitably be done to advertise the service they have for sale. Time was when the railroads of this country followed the same policy, printing a time table of principal trains, perhaps including a map of the system, and letting it go at that. Their faith in this type of advertising copy was supreme, and they were quite certain that the public not only noticed it, but placed implicit confidence in it. Then came the day when the Lackawanna discovered an error of twenty-seven minutes in the time of departure for one of its crack trains to Buffalo, and found in addition that the error had been standing in the advertisement for several weeks without causing a single protest. If any irate passenger had missed the train through relying upon the published time table, he had kept strangely silent about it, and the faith in time table advertising began to languish from that day.

ADVERTISING SHOULD BE TO ATTRACT NEW BUSINESS

Undoubtedly sailing dates are more essential in steamship advertising than time tables are in railroad advertising, but neither sailing dates nor time tables were ever known to create new business. No passenger has been led by a list of sailing dates to go to Europe instead of the White Mountains. Those who are going abroad anyway, or those who have shipments for foreign delivery, refer to the shipping dates in the newspapers, and those dates undoubtedly do divert some business from one line to another. But it is business which would go to *some* line anyway—not an addition to the total business available.

And if it be objected that, while advertising can create new busi-

ness for railroads, steamship lines are "different," the obvious answer is that it has been done. It was done by the German lines, which regarded advertising as one of the most important means of gaining headway against their powerful rivals, and used it with impressive effect.

MADE THE TROPICS A SUMMER RESORT

An even more striking example, perhaps, is that of The United Fruit Company. Primarily, this company adopted the farsighted executive policy of building ships that would meet the most rigid requirements of the traveling public; ships, in short, that would *support* an advertising campaign—that were an advertisement in themselves.

Then came the printed salesmanship. Of course a certain amount of one-way business traffic between United States ports and those in the West Indies and Central America was always available. The problem was to create round trip, year 'round pleasure travel—cruise business. An announcement on the classified page that the Steamer *Pastores* was sailing for Kingston, Colon and Central American ports on January 15th would have produced about as much new business as an advertisement for fur overcoats in the Amazon Valley *Gazette*. On the other hand, a constructive advertising campaign on the pleasures of a vacation cruise on the "Great White Fleet" produced within a short space of time a state of affairs where passengers had to be booked considerably in advance, and the so-called "normal" or business traffic soon was augmented by a sturdy, dependable stream of tourists.

Needless to state, this was not the result of time tables and sailing dates, but of word and brush pictures of "Long, lazy days at sea," lifting to the blue swells of the Caribbean, and surrounded by the mystery and the romance of the Spanish Main.

But the most remarkable feat, and the most spectacular in many ways, is the Fruit Company's



© Vanity Fair

Look Abroad—

Spanish Vogue, French Vogue, British Vogue, The Patrician (the English edition of Vanity Fair), and English House & Garden—these are the five energetic and successful Nast Publications circulating abroad.

These foreign editions are repeating abroad the remarkable success of Vogue, Vanity Fair, and House & Garden in marketing high grade merchandise to the good families of America.

Only good families care anything about our magazines—in any language. And good families are much the same everywhere. At home or abroad, wherever people of intellect and culture, of education and social background are associated, some one of the Nast Publications circulates among them. An advertisement in any one of them will go, directly and only, to key consumers to whom your product, no matter how costly, is a buyable possibility.

THE NAST GROUP

VOGUE
VANITY FAIR
HOUSE & GARDEN

Eight editions

All over the world

What About the Reader?

"The change which The Ladies' Home Journal, the Woman's Home Companion and Delineator are making, to the small size page, has apparently reduced the amount of editorial matter which they can carry."

The above paragraph appeared in an advertisement which I recently ran in Printers' Ink.

In this same advertisement I showed that in comparing the January issues, Pictorial Review carried 19% more advertising than the Delineator, and 42% more editorial matter; 23% less advertising than the Woman's Home Companion, but 31% more editorial matter; 65% less advertising than the Ladies' Home Journal, but only 3% less editorial matter.

The comparative figures for the February issues are even more conclusive:

The February issue of Pictorial Review has 38% less advertising than the Ladies' Home Journal, but 13% more editorial matter.

In the same issue, Pictorial Review has 7% less advertising than the Woman's Home Companion, but 34% more editorial matter..

In the same issue, Pictorial Review has 31% more advertising than the Delineator, and 35% more editorial matter.

As mentioned in our last trade paper advertisement, there are reasons why some other women's magazines are carrying more advertising space at this moment. That is a subject which I will discuss at another time. At the present time, it is important for advertisers to know that Pictorial Review, on account of its large size, can continue to give the great amount of Editorial matter which it gave before, whereas the other publications, on account of their reduced size, have apparently found it necessary to cut down their Editorial matter.

I think advertisers want to see reading matter in a magazine, and not alone advertising.



Advertising Director

Pictorial Review

2,000,000 copies average monthly

**Largest circulation of any
25c magazine in the world**

successful campaign to induce passenger traffic to the tropics *in the summertime*. Naturally and normally, southbound passenger traffic was light during the hot weather. Go to the *tropics* for a summer vacation? When a regular part of the day's news is the list of heat prostrations, does it look reasonable to ask people to go where, in the popular notion of things, it is still hotter? Reasonable or not, that is just exactly what the company did, with such success that its steamers were filled to capacity all summer, and accommodations were booked months ahead. The allurements of a vacation on shipboard were so convincingly presented in pictures and text that, in spite of popular misconceptions regarding climatic conditions, a goodly number of people went to the Caribbean instead of to Bretton Woods, or Bar Harbor, or Muskoka.

Perhaps it would be difficult to find a more unpromising subject for advertisement than the tropics in midsummer. Certainly European travel possesses natural allurements which are much easier to present, and the responsiveness of the public would undoubtedly be at least as great.

In a word, it seems reasonable to suppose that if The United Fruit Company can persuade thousands of people to take passage on its steamers who otherwise would stay at home or go elsewhere, the United States Mail Steamship Company can successfully make use of the same methods. For success depends not in scrambling for what business already exists with competitors who are far older and wiser in the game than we are, but upon creating for ourselves new business, and building up for ourselves a solid structure of goodwill. It is not primarily a problem of taking business away from other steamship lines, but of bringing it into existence, and serving it so well that it will stand by us. On the other basis, as the statistics are beginning to show, the cards are stacked against us.

The Worst Is Over, Dry-Goods Men Hear

A long period of declining prices in which there will be numerous fluctuations is now being entered by the United States, Colonel Leonard P. Ayres, vice-president of the Cleveland Trust Company, told members of the National Retail Dry Goods Association at their tenth annual convention at New York last week. The speaker based his statements on a comparative study of the trend of prices before and after the Civil War and a comparative study of the trend of prices before, during and after the World War. Colonel Ayres was chief statistician for the Government during the war.

Colonel Ayres showed that following the Civil War, when prices reached practically the same peak attained in the World War, there was a thirty-year period of decline. This was followed by a twenty-five-year period of rises in the prices of wholesale and retail commodities as well as the wages of labor and the prices of stocks and bonds.

"The chances are," said Colonel Ayres, "that we are going through the same kind of period that our fathers went through. What we are going through and are still in is a silent panic. We have not thought of it in the terms of other panics but genuinely panic prices were reached in stocks which fell to their lowest point on December 22 last. There is now an upward trend in the prices of stocks and bonds. That we have been able to pass through this crisis without more serious consequences is due to the stability of our financial system."

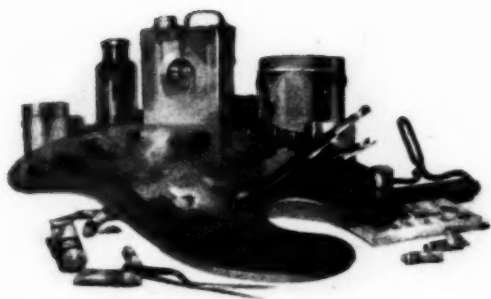
In predicting that we would enter a long period of declining prices, Colonel Ayres said that the efforts of foreign nations to return to a gold basis would contribute in no small measure to this tendency.

With New Milking Machine Company

L. N. Somes, formerly general sales manager of the Empire Cream Separator Company, and A. P. Jennings, former advertising manager of the Empire company, and former assistant advertising manager of the Sharples Separator Company, are president and secretary of the McCartney-Somes Milking Machine Company, Bloomfield, N. J. This company was recently incorporated. The other officers of this new company are: A. C. McCartney, vice-president, in charge of development and production work, and J. J. Clark, treasurer.

W. S. McGrane with Charles A. Hirschberg

W. S. McGrane, recently with Sweet's Catalog, is now with Charles Austin Hirschberg, New York advertising agency, as an account executive.



Pigment
and Inspiration.



Pigment, or color, is but certain chemicals in combination. It is lifeless, and useless—until inspiration transforms it into a picture. When artists begin to work, color starts working too—and becomes the brilliant, virile expression of art, commerce, home-life, dress and that great motive element called selling-force.

In this business, inspiration is master-craftsman. Mixed with pigment, it transforms prosaic cardboard into folding boxes, cartons and wrappers as individual as men. Paper, full of quality, but holding little of interest save its snowy lustre, becomes labels of the finest character—created by knowing and agile minds; and executed by unerring mechanical process.



We make too, life-like cutouts and window trims, and posters that link advertising and buying impulse. Covers and color-inserts for high-powered catalogs are no small part of our work. In this branch, goods are shown with precision by a patented reproduction method that gives fabrics realism never approached before.

Into these creations goes selling force—and a sparkle that make, on a merchant's shelf, bright targets for the eye. The manufacturers who use these pieces of transformed paper and cardboard, we number in thousands. They are known from one end of the country to the other, as concerns bent on making only high quality goods.



Not the least of our activities is the making of rarely fine calendars, with the works of renowned artists as their motifs. Great paintings are perpetuated—not merely reproduced. Color and character are held intact. And in passing, this concern has been signally honored by being chosen to reproduce in printed form, pictures in the Metropolitan Museum, New York.

We invent trade-names and design trademarks. We search titles of old ones. Our trademark bureau contains 730,000 trademarks registered and unregistered. Without charge, customers may quickly ascertain whether or not any contemplated device can be registered, at a saving of time, money, and often troublesome and costly litigation.

If you are interested in fine printing craftsmanship, write us on your business stationery for the most realistic specimen you have ever seen.

**The United States Printing
and Lithograph Company**
Cincinnati, Baltimore, Brooklyn

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Better Business Bureaus to Form National Organization

Reorganization of Vigilance Committee Providing for Strong Centralized Control and Administration Is Ordered in Chicago Meeting

THE work of the National Vigilance Committee of the Associated Advertising Clubs of the World will be knitted together and centralized under the control of a strong national body.

This was decided upon at a conference of the Better Business Bureaus held in Chicago last week under the direction of the National Vigilance Committee.

The details of the new plan are yet to be worked out. Not even a name has been selected. A committee was appointed to fashion a constitution and by-laws and to decide upon a general operating plan. The new organization will be administered by the men who now are in charge of the national vigilance committee work—Richard H. Lee, director; H. J. Kenner, executive secretary, and William P. Green, field secretary.

Under the present plan, with each local Better Business Bureau a separate entity, there is a lack of cohesion and united aim which constitutes quite a stumbling block in vigilance work. It was pointed out at the meeting that with each local bureau revolving on its own axis and having no central directing authority over its activities, effort was likely to be duplicated and mistakes made. Instances of both were cited.

The new organization will undertake to set up a rigid standard to which every local bureau must conform to be eligible to membership. And then when it becomes a member the local bureau's activities will be carried on in strict accordance with the general policy laid down for the control of vigilance work in the country as a whole. If at any time the local bureau should refuse to co-operate with the national body or to live up to the standards it sets, it may be suspended.

The whole plan, of course,

means that vigilance work in behalf of truth in advertising hereafter will be pushed actively forward on a nation-wide scale. The financing and everything else involved will be reduced to a settled basis and the work necessarily will take on an authority and force—and also receive a general recognition—that have not been possible under the present operating plan.

The committees were instructed to get to work immediately and push things with all possible speed. Just as quickly as reports and plans can be drawn up another meeting will be held and the new organization will get a formal start.

The Chicago meeting, which was presided over by Richard H. Lee, was perhaps the most enthusiastic and successful session the vigilance committee ever has had. The feeling in this respect was well expressed by T. W. Lequatte, Des Moines, vice-president of the Associated Advertising Clubs of the World, who said in one of the sessions that never in his experience had he seen a more business-like and resultful meeting of advertising men. He congratulated the members upon their energy and earnestness and predicted a great advance in vigilance work as a result.

INDIRECT INFLUENCE FOR GOOD

Something of a sensation was caused by an address by an official of one of the big Chicago advertising agencies. This agency had not until recently been active in its support of the vigilance committee's work, although ready to recognize its worth.

"One of the good effects you gentlemen are going to have on advertising," he said, "is in creating more of a spirit of carefulness and conscientiousness in the

preparation of copy. Our copy writers are nearly all high-grade men. I believe all of them are honest. They would rather tell the truth than lie in their writings. But like many other copy writers they get careless. Some of them are too lazy to verify points in the interest of strict accuracy and still others are so smitten upon themselves that they think they are too big to be guided by what might seem to be small points. I look for the work of this bureau to instill a spirit of pride into copy men that will eradicate some of the evils I have spoken of."

Among the addresses were "The Retraction — A Proved Success," by Kenneth Barnard, secretary of the Better Business Commission, of Toledo, Ohio; "Benefits of Co-operation with The National Vigilance Committee," by H. W. Riehl, of the Louisville Better Business Bureau; "Use and Abuse of Comparative Value Statements in Advertising," by E. J. Brennan, of St. Louis, and "How a Newspaper Can Work with a Better Business Bureau," by Tracy W. Ellis, assistant advertising manager of the Indianapolis *News*.

The programme was largely impromptu. Subjects developed as the meeting progressed. Among the interesting points developed in the discussion was that before further Federal legislation should be asked for, the business bureau should make sure that advertising men themselves were sold on the vigilance idea.

"Strangely enough," one speaker stated, "many advertising men do not seem to realize that their bread and butter depends upon the reign of truth in advertising. They criticise the work of this committee without taking the trouble to inform themselves on what it is really trying to do. Until advertising men themselves wake up the thing naturally cannot work out to its ultimate conclusion."

It was brought out in this connection that during the Pandolfo trial before Judge Landis in Chicago, where conviction was ob-

tained on charges of using the mails to defraud in the sale of motor stock, certain advertising men showed a lack of knowledge of what the case meant to them and of why the committee caused it to be brought to trial.

AN ECHO OF PANDOLFO

Judge Landis was misquoted in a published report at the time and made to say that advertising men could not hold their jobs unless they misrepresented things. Judge Landis in a flow of picturesque language personally told a PRINTERS' INK representative who called on him during the trial that he did not make such a remark, but would not allow him to print anything about it because a judge cannot be placed in the position of discussing for publication a case that is before his court.

"But certain advertising men," Secretary Kenner said, "jumped into print right away with a bitter criticism of Judge Landis without taking the trouble to investigate or even to ask his side of the case. The case was one having to do with the very life of their profession, and yet many of them entirely lost sight of the main issue."

Among the secretaries and managers of the various Better Business Bureaus of the country attending the meeting were: E. L. Green, Cleveland; George S. Langland, Minneapolis; Frank M. Moore, St. Paul; Clarence G. Ferguson, Minneapolis; Fred M. Drowns, Los Angeles; Charles W. English, Portland, Ore.; George M. Husser, Kansas City; E. J. Brennan, St. Louis; Roscoe E. Herget, Peoria, Ill.; G. F. Olwin, Indianapolis; George F. Willson, Ft. Wayne, Ind.; Kenneth Barnard, Toledo; John W. Garver, Toledo; Harry W. Riehl, Louisville; F. E. Burnet, Cincinnati; A. J. Pitts, Detroit; James A. Davis, Chicago; Ellwood J. Russell, Philadelphia, Pa.; S. T. Leaming, Richmond, Va.; L. E. Holland, Kansas City.

The Better Business Bureau people were guests at a luncheon given by the Chicago Association

Nobody really knows what it is



*Yet Electric Power has become
an invaluable industrial servant*

EVERYBODY admits the value of motion pictures as an educational force, yet very few realize how perfectly Truth Productions fit into their Advertising and Merchandising campaigns and other problems of business.

Our service includes imparting this knowledge on request without obligation on your part.

HARRY LEVEY
SERVICE CORPORATION
*Producers and Distributors of
Industrial-Educational Films*
New York City
Offices and Studios 230-232 West 38th Street



Truth Productions

of Commerce Advertising Council, at which addresses were made by Arthur Brisbane, editorial director of the Hearst newspapers, and Charles J. Orbison, of Indianapolis, vice-president of the A. A. C. of W.

Mr. Brisbane in discussing "Prosperity and Advertising" said among other things:

"There are wonderful opportunities, and there is an especially wonderful opportunity for advertising and for prosperity and for those like us here who, directly or indirectly, as in my case, live by advertising and its results.

"New systems are going to come in. Values are changed. New firms are going to be created, and things of this kind are rather useful. The most useful thing in the world is death, because it gives a chance for the new idea. There are 500 young men around the country who can do my work better than I can. They have not yet found it out, I am grateful to say, and Hearst has not found it out, but they exist, and in due time death will come along, usefully, and cut my head off and these young men will do it, and Hearst will save half of my salary and the young men will be very prosperous.

"Now in business, it is the same way, the older men, the old men, the men at the top, do not recover from such a shock as they are getting, and they won't recover from the kind of shock they are going to get, because there are plenty of shocks ahead of us of all kinds, and it gives the greatest opportunity for the younger men, the men below forty in this room, because men below forty accept new ideas, and men above forty don't."

Mr. Orbison, in speaking on "The Big Stick in Advertising," said:

"To the honest business man, it is a protection, it is a help, it is a safeguard. It is a means by which he can step out and perform his full duty to the public, knowing full well that somebody else is not going to stab him in the back and undermine his busi-

ness by untruths and dishonesty. Every honest business man ought to be a warm supporter of the vigilance committee in every town where there is an advertising club, and every honest business man ought to be back of the Better Business Bureau, for as that succeeds, and as the bureau helps to drive out impure and fraudulent advertising, the honest business man prospers and grows and gets value for his money.

"You know there are a lot of people in the world that keep straight because of their fear of the law, and this vigilance movement, this advertising movement, is causing the men that strive to get so close to the border line without stepping over, this movement is teaching those men that if they desire to keep in public favor and to stand out and be known as honest business men in the community they must obey the law and keep within the limits of honest advertising and decent business."

E. C. Patterson Given Luncheon

E. C. Patterson, recently appointed associate business manager of the *Cosmopolitan*, with offices in Chicago, was given a luncheon in that city on February 14 by men in the advertising agency business. Wilbur D. Nesbit acted as toastmaster. The committee in charge included C. H. Stoddard, of the Munsey Publications, chairman; A. D. Lasker, C. R. Erwin, Louis Bruch, W. C. D'Arcy, Allen Collier, Carl M. Green, Wm. H. Rankin, W. K. Cochran, R. T. Stanton, E. D. Gibbs, C. W. Mears, C. C. Winningham, H. P. Williams, H. W. Kastor, J. A. Dickson and Homer McKee.

Arnold and McCann to Address New York Ad Club

Frank A. Arnold, manager of the foreign department of Frank Seaman, Inc., will address the New York Advertising Club on advertising in European countries on February 23.

On March 2 Alfred W. McCann, of the *New York Globe*, will speak on pure food work.

P. S. Tyler Withdraws from Western Agency

P. S. Tyler, former president of the Roisford, Constantine & Tyler advertising agency, of San Francisco, Portland, Ore., and Seattle, has sold his interest and has withdrawn from the firm.

Talk Straight to the Purchasing Agent— Mrs. Chicago

“WOMAN and the Home” is her exclusive weekly magazine, and it reaches her every Saturday as a supplement to the regular editions of the Chicago Evening American.

Full to the brim with timely and interesting features, “Woman and the Home” is the one direct, unobstructed avenue to the *full attention* of many thousands of Chicago home-makers.

Talk straight to the purchasing agent, remembering that she buys 75% of everything sold at retail.

CHICAGO EVENING AMERICAN
EVENING

Member A. B. C.

January Circulation 386,941

The New York Herald

First in Advertising Gains In A

THE great impetus given *The New York Herald* by its consolidation with *The Sun* (Feb. 1, 1920) is clearly made manifest in the tremendous advertising gains made since the amalgamation of the two papers, based on N. Y. Evening Post figures for the last eleven months of 1920, compared with same period of preceding year.

	LINES
HERALD (Compared with Sun)	5,179,096 GAIN
HERALD (Compared with Herald)	3,300,576 GAIN
TIMES	3,073,980 GAIN
TRIBUNE	1,618,754 GAIN
WORLD	143,755 LOSS
AMERICAN	342,834 LOSS

The marked extent to which the trend of advertising has turned to the columns of *The Herald* is further emphasized by the fact that during these same eleven months of 1920 *The Herald* carried a greater number of lines of Foreign, Local and Total Display Advertising than any other New York Morning Newspaper, except *The Times*.

You are not buying on theory or predictions when you purchase advertising space in *The Herald*. The productiveness of *The Herald's* "Quality Circulation in Quantity" is an established fact. Only unusual results to advertisers can produce records like that of *The Herald* for 1920.

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—Continuing Leadership In Advertising Gains!

AFTER leading all New York Morning Newspapers in advertising gains for the last eleven months of 1920, *The New York Herald* starts 1921 by showing in January an advertising gain more than twenty times greater than the next morning paper that gained in January, 1921, compared with same month last year.

The Daily Advertising Report of New York Newspapers, issued by the Statistical Department of *The Evening Post* for January, 1921, compared with January, 1920, shows the following:

The New York Herald

Gained 320,014 Lines of Advertising

(Compared with *The Sun* last year)

Gained 306,804 Lines of Advertising

(Compared with *The Herald* last year)

That you may more fully appreciate the growing leadership of *The Herald* it is necessary to explain that January, 1921, had five Sundays, against four Sundays in January, 1920. Without this extra Sunday every New York Morning Newspaper showed a loss except *The Herald*, which gained over 200,000 lines with this extra Sunday eliminated.

The tremendous purchasing power and responsiveness of *Herald* readers are attracting advertising to the columns of *The Herald* in rapidly increasing volume from local and national advertisers.

Is The Herald on your 1921 Schedule?

THE NEW YORK HERALD

"Quality Circulation in Quantity."

Over 200,000—DAILY or SUNDAY

He said it about marriage

"The triumph of hope over experience."
This was Dr. Samuel Johnson's definition of matrimony.

It fits other things as well. Consider, for instance, the printing buyer who persistently seeks the low-priced man, trusting to luck that he will "muddle through" in some fashion.

His experience, with that of most others, has doubtless been that if he pays less he will get less, but each time he hopes against hope that the impossible will happen.

There comes a time when the buyer realizes that in most cases the very cheap bid is a delusion and a snare. It becomes patent to him that there is no absolute standard of quality in printing and that he can buy only "so much for so much."

We do not attempt to sell gold dollars at a discount, but we do try to give each customer good value for every dollar he spends.

Charles Francis Press

461 EIGHTH AVE., NEW YORK CITY

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Personalizing a Machinery Store

How the Fairbanks Company Put the O. K. on Its Philadelphia Branch

By Paul B. Findley

Advertising Manager, The Fairbanks Company

IF you were to ask the average Philadelphian what The Fairbanks Company sold his reply would be "Scales." That was the infallible experience of our salesmen calling on prospective customers, and many even of our regular patrons thought of us as a concern which sold only a few lines of mechanical equipment. Even the concerns which knew us best knew us as an organization, a telephone number, a street address or a set of show windows fronting on Arch Street. What we had not gotten across to them was the humanness of the men and women who tried to give them Fairbanks O. K. Service. Our problem then was to acquaint the buyers of mill supplies with the personalities who form our Philadelphia organization and at the same time slip in a little information on the great variety of lines we handle.

To the average retail store this would be an easy job. Customers are going in all day long and even those who shop by telephone get the human touch in the voice of the order clerks. But our business is handled through salesmen and by correspondents.

If our customers would not come to us to get acquainted the next best thing for us to do was to take our story to them. The story of the company as a whole had been successfully put over through newspaper and national magazine advertising, so the scheme suggested was a series of advertisements in Philadelphia newspapers. Each of these advertisements must illustrate and talk about one man in the organization and tell something about his personality, his job and how both of them work together to serve our customers.

No, it wasn't a new idea. The trick had been turned twice before, to the writer's knowledge,

and fortunately a complete set of clippings was on hand of a small space campaign run some years ago in another city. We felt that our campaign required a fair amount of surface to work on so we decided on three columns by ten inches running in a morning and evening paper every other week. The technique was suggested by our agency as being one that suited the limitations of present-day newspaper printing, since it contained a few fine lines and could be made to give a recognizable likeness of the man we wanted to show.

STORE MEN SHOWN AT THEIR BUSINESS

The next step was to get the pictures and the story. An agency representative and the photographer spent a morning in the branch. The copy man walked up to the information desk just inside the door and said he would like to see a Fairbanks Oil Engine. The photographer, disguised as an ordinary citizen, watched the actions of the two men and mentally noted the pose he wanted to catch later on. While the salesman demonstrated his pet machine the photographer was again on the alert and at the critical moment called out in true movie style, "Hold the pose." The flashlight, of course, was the signal that gave away the ruse to the branch house, but all the other men tried to look unconscious as their turn came and with the copy man to help pose them a series of photographs was soon taken. These pictures were reproduced as silver prints over which the artists worked in pen and ink for the line cuts.

Sixteen advertisements in all were run. The first one showed the exterior of the store, the second one the information clerk.

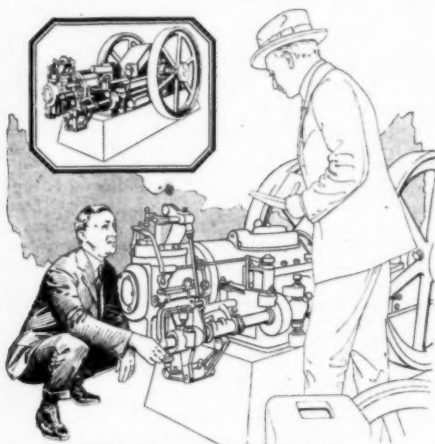
Then came the branch manager, followed by his department heads, the shipping department, the truck dispatcher and the bookkeeper, each telling his story, and the final advertisement showed the faces of all the preceding men grouped

"On the morning that the machine-tool advertisement appeared, three men came into the store and asked for Mr. Davey, saying that they had seen his picture in the paper that morning and wanted very much to get

some quotations on certain machines.

I have no doubt that every one of our men has been told by his friends that they have seen his picture in the paper. Certainly many of mine have done so. One of the most interesting effects of the campaign has been on our own organization. The department heads themselves all feel a bit puffed up about it, and the other members of the organization who are not mentioned specifically seem to look upon it as an incentive to gain that prominence in the estimation of the company.

In order to drive home the impression of the individual advertisements we are now reprinting the series as a whole, and will mail copies to all of our customers and prospects.



**A Fairbanks Man and a Fairbanks Engine
for Your Power Problem**

THE man is "Jim" Ernest, manager of our Engine and Pump Department, an expert on industrial power supply.

"New times out of us," says Mr. Ernest, "the engine should be a Fairbanks Super-Diesel, because it runs on any other fuel, and the Super-Diesel has no external ignition device, even for starting."

Of course we sell many other types—from the 2 h. p. "Bull Dog" for gasoline up to the 300 h. p. "Buckeye" for power

plants. But the 20 and 30 h. p. Super-Diesels are the sizes most used by the average small shop.

For a country home, a "Universal" electric lighting plant and an electric automatic water system are really essential. If your factory needs more power, or if you are short of coal storage, ask Mr. Ernest to recommend a suitable oil engine.

THE FAIRBANKS COMPANY
SEVENTH and ARCH STREETS Market 2218

The FAIRBANKS Company 

Fairbanks, Lester, Clark and Wheelwright, Valves, Engines and Pumps, Turbines, Mill Work and Pumps, Hoists, Compressors, Steam Engines, Electric Motors, Machine Tools, Steel Fabrication Equipment

MR. ERNEST GIVES EVERY IMPRESSION OF KNOWING
ABOUT ENGINES

around the Fairbanks O. K. Tag.

Asked about the effect of the campaign on his customers, G. S. Pierson, branch manager, says: "Very satisfactory. The outside men tell me that many of the customers are cutting out the advertisements and filing them so as to know what individual to get in touch with in the branch house. Of course it is not really necessary to ask for a particular person, but you know how we all like to deal with individuals.

A Correct Diagnosis

THE IRON AGE

NEW YORK, February 2, 1921.

Editor of PRINTERS' INK:

My frank opinion of the article "Keener Judgment Needed in Buying Space" is that it is one of the most constructive offerings that has ever appeared in PRINTERS' INK. There is no question that you have placed your finger upon a weakness among some present-day advertisers, and your recommendations, if acted upon, should certainly, prove of tremendous value to advertising as a whole.

C. S. BAUR,
General Advertising Manager.

FIRST!

IN 25 CLASSIFICATIONS

During 1920 THE PLAIN DEALER printed more lines of paid advertising than any other Cleveland newspaper by maintaining a steady lead in each of the following classifications:

First in—AMUSEMENTS
First in—AUTOMOBILES
First in—BOOKS & STATIONERY
First in—BUILDING SUPPLIES
First in—CIGARS & TOBACCO
First in—MEN'S CLOTHING
First in—ELECTRICAL
First in—FINANCIAL
First in—FLORISTS,
First in—FURS
First in—SILK GLOVES
First in—HABERDASHERS
First in—HATS
First in—HOTELS & RESTAURANTS
First in—PHOTO PLAYS
First in—PLUMBING & HEATING
First in—R. R. S. SHIPS
First in—RESORTS
First in—SCHOOLS & COLLEGES
First in—TOILET PREPARATIONS
First in—MUSLIN UNDERWEAR
First in—SILK UNDERWEAR
First in—MISCELLANEOUS
First in—FOREIGN DISPLAY
First in—CLASSIFIED

First in—TOTAL PAID

Grand lineage for 1920—over 22 million lines or 3,846,766 lines more than the next Cleveland newspaper. We'll let you guess the answer.

The Plain Dealer

Cleveland

Eastern Representative:
JOHN B. WOODWARD
Times Bldg., New York

Western Representative:
JOHN GLASS
Peoples Gas Bldg., Chicago

Advertising Strengthens Banks' Foreign Trade in 1920 Breaks Good-Will Item Record

COAST BANKER AND CALIFORNIA
BANKER
SAN FRANCISCO, CAL.

Editor of PRINTERS' INK:

The biggest thing in the world is good-will.

Another name for good-will is charity in its broad sense, and the "greatest of these is charity."

For twenty years I have been engaged in the business of boosting other people, and I have never enjoyed anything so much in all my life, and because I have been so thoroughly into this boosting game, I hope I understand something of its value.

A business without good-will cannot flourish. A poorly capitalized business with good-will can develop and grow and flourish like a green bay tree.

A survey of the western advertising field shows that the banks and other institutions here are increasing their advertising appropriations. One of the most recent banks to come into the advertising field is the Bank of California, which although always vigorously opposed to the thought of advertising is now spending large sums of money in this way, and its advertising is conducted for the purpose of getting good-will. So many banks have increased their advertising appropriations that it will serve no purpose to particularize, but I do want to call attention to the fact that the Bank of Italy is doing some of the greatest advertising that any bank has ever done, and is daily increasing the volume of this advertising. Our banks here are not only setting an example in spending money in advertising, but they are advising their clients to keep their funds tight, and not to permit anything to weaken their good-will.

Out of sight, out of mind, is a well-proved axiom and bankers recognize that as well as anybody, and they know that if their customers are going to continue strong financially, they have got to keep their market as strong as possible, and that being out of advertising means being out of mind, and being out of mind means being out of funds and that spells loss to the banker.

G. P. EDWARDS,
Publisher.

Leaves New Haven, Conn., for Dallas, Tex.

D. A. Heavren, who has been office manager of the United Advertising Corporation, outdoor advertising, at New Haven, Conn., has gone to Dallas, Tex., as assistant general manager of the Southwestern plants of this organization.

Robert F. Woodill, formerly sales manager of the Ludlum Motor Car Co., has joined the New York sales force of the United Advertising Corporation. Mr. Woodill, a year or so ago, was located in the Newark office of the United organization.

The largest imports as well as exports in any calendar year are shown for 1920 in a statement issued by the Bureau of Foreign and Domestic Commerce.

Exports in 1920 were \$8,228,000,000, against \$7,920,000,000 in 1919, an increase of 4 per cent in the last year and three and one-third times the exports in the calendar year 1913. Exports in December, 1920, amounted to \$720,000,000, against \$677,000,000 in November, 1920, and \$681,000,000 in December, 1919.

Imports in 1920 amounted to \$5,279,000,000, against \$3,904,000,000 in 1919, an increase of 35 per cent over 1919 and nearly three times the imports in the calendar year 1913, the last year before the war. Imports amounted to \$266,000,000 in December, 1920, compared with \$321,000,000 in November, and \$381,000,000 in December, 1919.

The excess of exports over imports amounted to \$454,000,000 in December and to \$2,949,000,000 in the calendar year 1920, compared with an excess of \$301,000,000 in December, and \$4,016,000,000 in the calendar year 1919. The excess of exports has averaged around \$3,000,000,000 in the calendar years 1916, 1917, 1918 and 1920, this amount having been exceeded by \$1,000,000,000 in the year 1919.

Robertson with Electrical Development Society

Robert Reynolds Robertson has joined the staff of The Society for Electrical Development, New York. He was with the Winchester Repeating Arms Company in an executive capacity in the manufacturing end of the business for two and one-half years. When that concern was reorganized as the Winchester Company, he was transferred to the Retail Store Department. In that position he located sites for the Winchester Stores and assisted in the work of hiring and training personnel for the retail departments. He was later appointed buyer for the Specialties Department for the chain of Winchester stores.

Why Aren't More Government Envelopes Used?

L. V. NICHOLAS OIL CO.
OMAHA, Jan. 25, 1921.

Editor of PRINTERS' INK:

A glance at my morning's mail for the past week shows me that not one out of thirty firms uses Government stamped envelopes.

Have you any argument for or against it?

What is the reason so few firms use the Government issue and prefer to stamp their own?

Is it on account of saving, appearance or quality?

C. A. HALL,
Advertising Manager.



TRIP HAMMER

the

Iron, Steel and Metal Working Industries

FIVE days a week, DAILY METAL TRADE goes to the really big men in metal producing and consuming industries. It is the only standard, newspaper size daily paper reaching this field. Purchasing agents, sales managers, brokers,—executives everywhere who buy and sell ferrous and non-ferrous metals and industrial equipment recognize its authority.

Its circulation is national; the scope of its service is world-wide. Current market reports on fluctuating commodities make DAILY METAL TRADE indispensable. Six thousand daily readers depend on this service.

As an advertising medium, it produces results like a trip-hammer.

DAILY METAL TRADE

A Penton Publication

CLEVELAND

PITTSBURGH

BOSTON

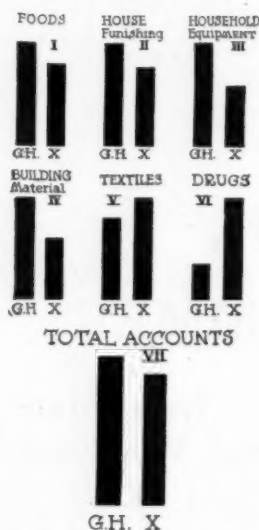
NEW YORK

CHICAGO

MEMBER

AUDIT BUREAU OF CIRCULATION
ASSOCIATED BUSINESS PAPERS, INC.

A Record—



The above chart shows the relation between the number of accounts published in Good Housekeeping and the leader, in each of these classifications, of the other four general women's magazines during 1920.

Good Housekeeping is indicated by the letters G. H. and the next publication by letter X.

Good Housekeeping leads in four of these six important classifications and in the total number of accounts in all classifications.

GOOD HOUSE

119 West 40th Street

and the 8th conclusion

A glance at the chart to the left shows at least eight things in a comparison between Good Housekeeping and the other four leading, general women's magazines:

1. That Good Housekeeping leads in food accounts;
2. That Good Housekeeping leads in House-furnishing accounts;
3. That Good Housekeeping leads in Household Equipment accounts;
4. That Good Housekeeping leads in Building Material accounts;
5. That while in Textile accounts Good Housekeeping does not lead, it publishes only 25% less accounts than the leader in the field.
6. That its showing is excellent in Toilet Preparation accounts considering the fact that every product must be approved by the Bureau of Foods, Sanitation and Health before it can be accepted.
7. That Good Housekeeping leads in the total number of accounts in all classifications of business.

*The eighth conclusion is too obvious to set down.
Draw it for yourself.*

SEKEEPING

New York, N. Y.



The only Variation is in Price

THE quality of our book papers is always constant. The service we put behind them is as consistent as human effort can make it. The price takes care of itself, advancing when costs increase and giving our printer customers the advantage of every reduction in the costs of material and labor. Saxon and Spartan are seldom the highest priced book papers on the market. *Never* the lowest. This was true before the war and during the war. It was true in 1920 and it will still be true in 1921.

THE WHITAKER PAPER COMPANY

Home Office: CINCINNATI, OHIO

DIVISIONAL HOUSES—Atlanta, Boston, Baltimore, Chicago, Detroit, Denver, Dayton, Indianapolis, New York, Pittsburgh.

BRANCH HOUSES—Birmingham, Columbus, Richmond.

SALES OFFICES—Akron, Buffalo, Cleveland, Colorado Springs, Kansas City, Knoxville, Lexington, Louisville, New Haven, Philadelphia, Providence, Salt Lake City, St. Louis, Milwaukee, New Orleans, Washington, D. C., Phoenix, Ariz., Minneapolis, Minn.

How to Get a List of Dealers When You Sell Only through Jobbers

A Survey of the Systems Being Successfully Used

WILLIAM L. GILBERT CLOCK COMPANY
WINSTED, CONN.

Editor of PRINTERS' INK:

We have a problem which has been bothering us, and while the writer has been a consistent reader of PRINTERS' INK year in and year out, we do not remember of this subject being fully covered in regular issues.

What is the easiest method to determine the distribution of a nationally trade-marked article sold through jobbers, where the salesman doesn't call on the retail trade?

What are the steps necessary in their order to determine definite figures on this distribution problem?

Clocks are a staple line, sold on a narrow margin of profit, and in average seasons it would be difficult for a manufacturer to travel salesmen calling upon the retail trade alone and selling clocks only, and at current prices to compete with the jobbers', whose selling expense is distributed over so many various lines.

Therefore, jobber distribution has been almost wholly depended upon, but it leaves us in the dark as to where our product is sold or where it is not sold.

Right now in our advertising work, we need some information as to where Gilbert clocks go to, and our problem is to find the best way to get as much information as possible in the face of existing circumstances.

How can this best be done?

R. M. WILLIAMS,
Domestic Sales Manager.

THE question that Mr. Williams brings up is one in which a large number of manufacturers in many lines are interested. Concerns who sell exclusively to the jobber and do not call on the retail trade are usually at a loss to know who their retail distributors are.

Of course there are ways of solving this problem. A number of companies have worked out more or less elaborate methods of finding out the names of their retailers, even though they do not come in direct sales contact with them. Obviously the most direct way to get the information is to obtain it from the jobber himself. This, however, is not always possible. Sometimes the wholesaler refuses to give out information

of this kind because he suspects that the manufacturer wishes it for the purpose of selling to the dealer direct. In line with this idea a statement made by Walter J. Munro, of Brooke, Smith & French, Inc., is interesting:

"Many manufacturers have devised ingenious schemes for obtaining this information, but our experience has been that the most satisfactory results are secured when the sales manager takes the jobber into his confidence and explains in requesting a list that he desires to promote business which will result to their mutual advantage. In many instances we have encountered jobbers who barred closely such information and cannot be persuaded to part with it for the simple reason they have had their fingers burned, and as a result since then are naturally cautious.

"Generally speaking, however, it has been our experience that the sales manager who desires a list of the dealers can secure it in the majority of cases if he goes about it in the right way and lays his cards face upward in front of the jobber, giving the assurance that the list will not be misused."

A DIFFICULT JOB FOR THE JOBBER

More often, however, when the jobber refuses to divulge a list of this sort it is for no other reason than the fact that the average jobbers' records are kept in such a way that it is impossible for him to give the names of dealers who buy any particular product. Information of the kind, of course, could be obtained from the salesmen's orders, or from the shipping records, but this would ordinarily involve more clerical work than the jobber would be willing to give to the matter.

However, where the jobber has the information in easily accessible form he is usually only too glad to let the manufacturer have

it, provided, of course, the manufacturer can show him that there is no ulterior motive behind the request for the data. On this point Gardner Osborn, manager, research department of the Butterick Publishing Company, gives us some pertinent information. He says:

"When working on the President Suspender account the problem of securing a list of jobbers' salesmen and President Suspender dealers arose. In the course of a trip I made from New York to Des Moines and back, covering the important jobbing houses, I found the jobber in the main very glad to co-operate with the manufacturer who wishes to bring a real educational force to bear on either his salesmen or his trade.

"In such cases the manufacturer may secure the list direct from the jobber himself."

Continuing, Mr. Osborn relates some definite methods that have been used by manufacturers in compiling a list of their dealers:

"In certain cases, however, this procedure is out of the question. Namely, in individual cases where a jobber fears that by giving away this list he will be handing over to the manufacturer his stock in trade; or in certain cases where the manufacturer's account is growing and has not as yet become important enough to warrant the jobber's going to the trouble involved in making up such a list.

"In either of these cases some other method must be relied upon. One method very successfully employed has been the practice of buying a trade list and section by section mailing postcards to this list, inquiring whether or not the dealer handles the line in question. This has proved a very thorough way of gaining the desired information.

"In other cases manufacturers have inserted in their cartons notice that if a dealer wishes to use special window display material or store material it will be supplied upon request. In this way very fine mailing lists have been built and maintained by a manufacturer.

"In still other cases, the manufacturer's advertising has offered to send sample merchandise to customers if they will send the name of a dealer who does not carry the line. In this way a negative list may be built up.

"In other cases, manufacturers feel assured that they have universal distribution either in a limited territory or throughout the entire country. In such cases the manufacturer or the sales agent, such as Lamont, Corliss & Company, buy a complete trade list and call that their distribution."

Charles E. Smock, advertising manager of the Eureka Vacuum Cleaner Co., of Detroit, has successfully used several methods in making up his list of the dealers of his company's products. He writes:

SPECIAL ADVERTISING GETS NAMES

"First, we issued a sixteen-page, two-color house-organ 'Volume and Velocity.' In editing this magazine we were careful not to make it too dry. We sent copies of these out to our different jobbers in quantity lots, telling them that if they would send us a list of their dealers we would put them on the regular mailing list; also asking them to advise us from time to time as they secured new dealers so that we could add the names.

"At Christmas time we issued greeting cards, writing each of the jobbers for a list of their dealers to mail these cards to. We followed this idea up with every new piece of direct advertising, as well as all of the window trims and other dealer helps, telling the jobber and the distributor that we would supply his trade if he would furnish these lists. In this way we were enabled to secure a really efficient dealer list.

"From day to day, as requests came in from jobbers and distributors for circulars, folders, etc., which we imprint for dealers, we immediately checked the dealer's name against our mailing list. If it is not on the list, we add it.

"By requesting the jobber for



UNCLE SAM and his army of helpers in the National Capital keep on, day after day, grinding out prosperity. No impetuous booms; and no boomerang depressions—but constant and continuous busyness.

And you can reach this prosperous community completely and convincingly through just one medium—THE STAR.

Our Statistical Department is at your service for comprehensive facts and figures about Washington and its possibilities as a market.

The Evening Star.

WASHINGTON, D. C.

The National Newspaper at the Nation's Capital

Write us direct or through our

New York Office
Dan A. Carroll
150 Nassau Street

Chicago Office
J. E. Lutz
First Nat. Bank Building



OIL - COTTON

This remarkable photograph, a scene in "Bull Bayou," 20 miles south of Shreveport, shows 10 oil wells skirting a field of growing cotton and corn. Cotton is seen in the immediate foreground. Immediately beyond is the foundation of an oil storage tank. At the foot of the lofty derricks is waving corn.

\$100,000,000 From Oil in 1920

In round figures, 35,000,000 barrels of oil were taken from five producing areas adjacent to Shreveport in 1920. The valuation of this oil, not including the refined products made therefrom, is placed in excess of \$100,000,000. As the supply base and financial headquarters of the North Louisiana oil fields, the bulk of this enormous sum was released in Shreveport.

Heart of Rich Agricultural Section

Shreveport is in the heart of one of the richest agricultural and timber regions in America. The cotton, corn, hay, other farm products and lumber marketed through Shreveport in the course of a year will surpass even oil in total value.



The Kings Meet

The foregoing facts bear out that Shreveport is a permanently prosperous community. Its fortune is not contingent upon the vicissitudes of any one industry. In agriculture, mineral development, manufacturing and shipping the city enjoys continuous business activity and progress. An idea of the unusual wealth of Shreveport is given by its bank deposits—\$40,000,000 is the average, and this in a city of 50,000 population.

One Paper Serves All Interests

The Shreveport Times completely covers the entire rich North Louisiana area both in news service and circulation. Its news and editorial columns are designed to inform and serve every phase of the business interests of its territory. Oil men, farmers and business men turn to its pages for latest authentic news affecting them. Women read it for the world of interesting matter it publishes every day especially for them. The Times is the FIRST paper everywhere within 150 miles of Shreveport!

The Shreveport Times

Shreveport, Louisiana

ROBERT EWING, Publisher. JOHN D. EWING, Associate Publisher.

Published Every Morning in the Year

Represented in the East by S. C. Beckwith Co.; in the West and South by the John M. Branham Special Agency.



These Are the Times for Intimate Appeal

THE kind of salesmanship needed now is the kind that goes to a particular place and reaches a specific man.

This is not the time for broadcast methods. Salesmanship is needed that can be aimed and directed, and that brings back tangible results—inquiries, orders, sales stimulation.

The kind of salesmanship we sell has tangible effects—tangible results.

Examples of intimate approach that has been made through printed matter, and full details concerning, cheerfully furnished on request.

Bert L. White Company

Originators and Producers of
"Dramatized Sales Helps"
(Reg. U. S. Pat. Off.)

Office and Plant: 1215 to 1227 Fullerton Avenue
Chicago, Illinois

his list of dealers under this plan once or twice a year you can root out the dead dealers.

"We also from time to time have our district managers call on these dealers to assist them and advise them regarding resale. This also helps us in checking the list.

"At all times we encourage every dealer (whether he is sold through a jobber or direct by us) to write to the factory for his advertising material rather than expect the jobber to furnish it. This keeps us in closer touch."

EASIER FOR BUSINESS PAPER ADVERTISERS

Another plan that has not been mentioned by any of these men, but which is successfully used by a large number of manufacturers for getting in touch with their retail distributors, is business-paper advertising. A consistent campaign in the trade papers covering the field in which the manufacturer is interested and offering window trims, sales manuals or other "helps" to merchants who carry the product brings in a constant flow of requests for this material from dealers. From these requests the manufacturer can gradually make up his list.

Charles Coolidge Parlin, manager of commercial research for The Curtis Publishing Company, tells of a rather unusual and somewhat expensive method pursued by one manufacturer in making up his dealer list. He says:

"We understand that the Mid-west Engine Company, of Indianapolis, manufacturer of Utilitor tractors, put out a little book some time ago in which it gave an outline of its sales policy. We are informed that a ticket goes out on each engine which states that \$5 will be returned to the purchaser if he fills in the blanks on the ticket and returns it to the manufacturer. One of the questions on the ticket is: 'From whom did you buy this engine?' An accurate list of their retailers is obtained through this device."

A survey of the problem as it is

handled in his business is furnished us by E. S. Sabin, Jr., advertising manager of The Domestic Electric Company, of Cleveland. Says Mr. Sabin:

"Whether or not a manufacturer, who sells his product strictly through jobbers, experiences difficulty in securing dealers' names, depends on two things: The purpose for which the names are wanted, and if this idea is thoroughly and properly sold to the one controlling the names.

"Although Domestic Electric Motors are only sold on a contract basis direct to the manufacturer of electrically operated appliances, our problem of securing the names of the retailers through whom these appliances are sold to the consumer is very similar to the manufacturer who sells only to jobbers.

"I think by explaining why we wanted the retailers' names, our plan will be better understood.

"We realized that our customers had a big job keeping their retailers sold on their product—washing machine, dishwasher, vacuum cleaner, sewing machine or whatever the product may be—without undertaking to sell them the Domestic motor by which these devices are operated. Still the motor is the heart of the appliances and a great deal depends on it. We also realized that as the field develops the motor will play as important a part in the final sale of these appliances as the bearing or axle plays in the sales of an automobile.

"So we felt that it was obviously our duty to sell the dealer Domestic motors, help him to better understand fractional horsepower motors and thereby make it easier to sell products driven the Domestic way.

"The first step we took was to sell this idea to our customers, and they were quick to see the point. I believe that the manufacturer's first mistake is made when he does not sell the entire idea and plan to the one from whom he wishes to secure the retailers' names.

"Then after this has been ac-

complished, everything we intend to mail to the retailer is taken up with our various customers for their approval. Quite naturally anything that they help in preparing is of much more interest to them and very often they have offered constructive suggestions that we have used.

"I think that another reason some jobbers guard their dealers' list so carefully, is because the manufacturer fails to recognize the human characteristics of most of us to like to have a finger in the pie, and have gone ahead and prepared literature without consulting the jobber on the contents.

"With the help of our customers our point of contact is much closer to the retailers' thoughts and interests than could possibly be obtained otherwise.

"Again, perhaps, one reason why our direct work has been so successful is that we have absolutely no merchandise to sell them—nothing but a friendly feeling toward the Domestic Electric Company."

As a general thing, however, no system of making up a dealers' list will be 100 per cent efficient unless the manufacturer maintains some point of direct contact with the retail trade. Even though they sell entirely to the jobber, most manufacturers send missionary salesmen among retailers to take orders and turn them over to the jobber. These manufacturers are able to get an accurate list of the dealers who sell their goods. This is the system most generally used and, as can be readily seen, there is nothing better than it.

In fact, the difficulty of keeping an accurate list of dealers by getting the information exclusively through the jobber is one reason that has prompted some manufacturers to sell direct to the dealer. That is the case with Kirkman & Son. M. C. Lodge, advertising manager, in writing about the matter said:

"I might state that the difficulties in obtaining the information about which you inquire, together with the fact that the

manufacturer was never sure unless he put his own salesman over the territory, whether or not he had an adequate distribution, were two primary factors in bringing about the change in our sales policy."

Usually such a list is maintained for mailing purposes. A more important reason for its existence, however, is to let the manufacturer know the character of the retailers who handle his goods. Too often there is a great deal of indifference on the part of the manufacturer as to who does sell his brands. Frequently his merchandise is distributed by third, fourth and fifth rate retailers. If he would take more interest in the matter the quality of his distribution could easily be improved.—
[Ed. PRINTERS' INK.]

J. R. Baker Leaves St. Louis "Star"

John R. Baker, for the past three years manager of the Bureau of Merchandising and Promotion of the St. Louis *Star*, and formerly with the *Minneapolis Journal*, has resigned from the *Star* to become publicity director and assistant to the president of Skouras Brothers' Enterprises, which control a circuit of eight motion picture theatres in St. Louis.

Appointment by Wales Agency

Charles E. Prins has been appointed manager of the mechanical department of the Wales Advertising Co., New York. For the last three years he has been assistant advertising manager of J. H. Williams & Co., Brooklyn. He has also been service manager of the Press of Jos. D. McGuire, New York, and connected with the Tuthill Advertising Agency.

D. Morris-Jones Leaves Hanff-Metzger

D. Morris-Jones, who for some time has been copy chief of the Hanff-Metzger, Inc., advertising agency, New York, has resigned and has joined Sackheim & Scherman, advertising agency of that city, as director of copy, service and plans.

Richardson Advertising Manager of Harper & Brothers

W. R. Richardson, who joined Harper & Brothers, New York, last April to handle their Bubble Book advertising, is now advertising manager of the Harper organization.

What do you Expect *from* Your Printer?



Mechanical Excellence

GOOD copy, good art work, good engraving, good paper—all important factors in the production of high-grade printed matter.

But these count for nothing—unless the final factor, printing, blends these things into a harmonious whole.

Goldmann Service comprises mechanics who are craftsmen and backed by diversified equipment—a trustworthy guarantee of mechanical excellence.

ISAAC GOLDMANN COMPANY

Printers Since Eighteen Seventy Six

EIGHTY LAFAYETTE STREET NEW YORK CITY

TELEPHONE FRANKLIN 4520



Why Copy is The Big Thing

*How Certain Manufacturers Are Proving
This by Testing Their Appeals
in Advance*

IN the past few years it has seemed to us that advertisers and many advertising men have perhaps lost their perspective about copy and its relation to results in advertising. Of course it goes without saying that dealer problems must be solved, market conditions thoroughly understood, and all other such factors fully shaped.

But to our minds the really big thing is copy. And we believe it is being neglected.

Where it has been possible to check sales from individual advertisements we have seen one piece of copy in a certain medium sell ten thousand dollars worth of merchandise while another of the same size run under as nearly equal conditions as possible, we have seen sell less than one thousand dollars worth of goods. Surely if copy alone can make a difference of ten to one in the number of people influenced to purchase a product, the importance of copy dwarfs all other considerations in advertising.

And it seems to us perfectly natural that there *should* be such a difference in the results

from copy—a difference which we are inclined to believe is not fully appreciated.

Copy has the same duty to perform in relation to the consumer that a personal salesman has to perform in relation to the dealer.

And certainly there are numerous instances of one salesman producing even as much as ten times the business of another.

Of course the results of personal salesmanship are easy to trace, and a man who sells only a fraction of what another man can sell is quickly eliminated.

And this would be true of copy were it easy to trace the results from it directly. It is only because people have not attempted to check the results of copy accurately that they do not put the value upon it that it deserves.

There is one type of advertiser, however, who does. He is the man who sells direct to the consumer without the help of dealers or jobbers. And it is he who understands the great difference in copy as shown by his keyed results—and his bank balance.

It has remained for this agency to take the results from the sixty odd mail-order advertisers it serves and use them as a basis for preparing copy for those advertisers, who, selling through dealers have never worked out a method to check the sales from each individual advertisement.

In this way instead of guessing at what type of copy or appeal is the most effective we know from our records just exactly how you have to talk on paper to sell the most goods.

A good personal salesman finds he can sell a number of different products by the use of principles which he has discovered are effective in selling one certain thing. In the same way we are able to apply to copy preparation for many products the tested principles that have succeeded in selling merchandise in other lines.

Human nature is pretty much the same wherever we find it. The man or woman who buys by mail differs in mighty few ways from those who buy at stores—in fact all people buy at stores, and we have sold many thousands of dollars worth of merchandise to people who would be considered the last to buy by mail.

To the customer the method by which he buys is merely a

detail—the important thing is—are the goods more desirable than the cash they represent?—that is the question which interests the consumer.

Therefore why shouldn't those advertisers who sell through dealers use the experience of the mail-order advertisers, and employ the appeals which it has cost many millions of dollars to prove, influence the most people.

Surely if one style of copy will secure ten orders by mail to one from another appeal there will be the same difference in the number of people either advertisement would send to dealers.

But we go even further than using the appeals which keyed advertising shows produce the greatest results. We confirm this knowledge by a method of testing we have worked out which enables us to know in advance of large expenditures just what to expect in the way of sales.

This plan of testing copy we are today using successfully for a number of advertisers selling through the drug, grocery and other trades and the results have been quite extraordinary.

Without obligations we would be glad to send our booklet "The Tested Appeal in Advertising" and explain this plan.

Ruthrauff & Ryan, inc., Advertising
404 Fourth Ave. at 28th St. New York
Chicago **Baltimore**



New Office Building for Standard Accident Insurance Co., Detroit

Faith in Detroit

Here is visible evidence of a big organization's faith in the future of Detroit—this huge building to accommodate the working affairs of the Standard Accident Insurance Co. exclusively. It is evidence too that should be noted carefully by every national advertiser who expects to make Detroit a field for his operations, for it is one of the things among hundreds of others that means permanence and profit to those who come to this market.

Whether your product or service be new to Detroit's million people, or whether it be an old friend, perhaps temporarily abandoned, you can ill afford to overlook the positive influence that The Detroit Free Press has on ANY selling effort you may intend to make. That this influence is REAL, and that it is APPRECIATED is unquestionably a reason why this newspaper carried a larger volume of national advertising in 1920 than any other Detroit newspaper.

The Detroit Free Press

"Advertised By Its Achievements"

VERREE & CONKLIN, Inc.

Foreign Representatives

NEW YORK

CHICAGO

DETROIT

PORTLAND, ORE.

Does Our Tax System Make Prosperity a Rainbow?

Charles H. Ingersoll Says "Petty Larceny Taxation" Is Part Cause Alike of Unstable Business and Wave of Lawlessness

An interview recorded by Edward T. Tandy with

Charles H. Ingersoll

Of Robert H. Ingersoll & Bro.

"ONE of the questions most frequently asked by business men when the subject of taxation arises is 'Why should practically all taxation fall on business?' To my mind, that question sets forth one of the most vital matters before our nation today."

Charles H. Ingersoll was sitting in his New York office. Taxation is one of the questions to which he has given time and thought.

"It is a fact," he said, "that practically all our taxation does fall on business—and, through business, onto the ultimate consumer, the cause and producer of all business. There is no getting away from the truth that our present method of taxation does exactly what we ought to avoid doing."

"No matter whether you consider the tariff, the corporation income tax, the excess profits tax, the capital stock tax, the personal income tax, the transportation tax, the ice-cream sundae tax, the cough drop tax, admission to the movies tax, shirt tax, fur coat tax, or any other of the Internal Revenue, sales or consumption taxes, the telegraph and telephone taxes, the stamp taxes, the general property or the personal property taxes, or even the peddlers' licenses—each and all of them, Federal, State and Municipal, are injurious to business, and are anti-prosperity."

The well-known watch manufacturer wheeled round to a cabinet beside his office chair and picked up a morning paper. Turning to the front page, and pointing to the scare headlines, he continued:

"What are the things the news-

papers are full of every day now? Slackness of trade, increase of unemployment, and an unprecedented wave of crime. Some people put part of the blame for this on the war. I am not going to ascribe the whole of it to our method of taxation; but I do not hesitate to charge to that method very much of the blame for the present condition of affairs.

"Jobs! More jobs! Business! More business! These are the needs to-day. Under our present system of taxation we are taxing business. We are taxing jobs out of existence. Business cannot be otherwise than unstable. Prosperity can only be a rainbow in the sky. By a better system we should make jobs. As it is, we are putting all the burden on capital and labor. We are bunging up the hole of our fountain of prosperity."

INJUSTICE FOR ALL

"You are referring not to the heaviness of the taxes but to the manner of levying them?" I asked.

"Exactly," replied Mr. Ingersoll. "I am not complaining of the amount of the taxation, but only of the system of its imposition, or incidence, let me say. The amount of it is another matter. It is, perhaps, nearly four times as great as it will need to be when we return to the normal of life. At present, however, we are called upon for a vast sum of money—it is necessary, and we must provide it."

"One of the troubles when we think of taxation is that we generally begin using figures, big figures, mighty figures. Our minds become confused, hypnotized by these enormous sums of money.

We lose our proper sense of the proportion of things. We may even become fascinated.

"Some will get so far off the rational track that they think the nation is greater, because its annual revenue is more than four billions of dollars, than it would be if, with the same size population, it got along on a billion. Others are pleased because they are told the man of many millions has to pay three-quarters of his income to the Government—they forget there are tax-free bonds."

"You think our present system leads to evasion?" I queried.

"Unquestionably," Mr. Ingersoll returned. "A tax that amounts to 60 or 70 per cent of a man's income is bound to encourage evasion. But there are evaders all down the line. Evasion by investment in tax-free bonds is lawful. There are others, real evaders, hosts of them. Nobody really likes paying taxes, anyway."

"Maybe a revenue of four billions is an evidence of wealth of which to be proud. It may also be an evidence of fatuity. In one of the courts once the question arose as to a man's ability to pay a debt. 'He lives in an expensive apartment, wears good clothes, and has an automobile,' urged the plaintiff. 'Those may be symbols of wealth,' replied the Court, 'but they may equally well be the cause of his not being able to pay your bill.'

"Do not, therefore, let us confuse our minds with symbols which may not mean wealth after all. Let us only remember that the country needs a large sum of money, and that it has to be raised somehow. Let us consider this taxation question as business men and help to find the best way of raising the money. When business men need to raise money, they usually do so, if they can, in some way which will not injure their business, but rather will help it by increasing its prestige and opportunity as well as its capital."

"Consequently, I will avoid using figures. As to the total figure, I will venture to say, however—and I think everybody

knows I am right in this—that if four billions is the amount which has to be obtained by the Government it will be a very much larger sum than that which the public will be forced to pay in order to provide the four billions."

TOO GREAT A BURDEN, THROUGH SHIFTING THE TAX

"You mean that, as the taxes are passed on, a little is added at every step!" I interposed.

"Just that," went on Mr. Ingersoll. "The real test of a tax is 'Will it stay put?' A tax that will not stay put is a bad tax. We have no taxes that stay put. None is really borne by the persons intended to bear it. All are passed on to the ultimate consumer, precisely as the consumption taxes are passed on."

"How does that happen in the case of the personal income tax?" I asked.

"Very easily, indeed; not perhaps in all, but certainly in most cases," Mr. Ingersoll replied. "The professional man increases his fees. The salaried man secures a raise. I know cases where workmen have requested higher wages and as their reason for needing more money have pointed out that they have to pay income tax. In the case of both salaried men and workmen, the increases of pay are added on to the budget of the employer—and passed on."

"Then, as they are handed on, all taxes naturally increase in weight. The sales tax on candy, for instance, is 5 per cent, but the five-cent packet of cough drops becomes six cents—a 20 per cent increase—5 per cent for Uncle Sam and 15 per cent for somebody else. So with everything."

"As a matter of fact, I'm not sure that a man is not entitled to add a little. A manufacturer's first duty is to find the cost of his goods. He figures out labor, material, overhead—and in this last he includes his income tax and all his other taxes. That is not profiteering. It is a matter of necessary prudence."

"But, of course, all these little additions go to help increase the



Can We Hold Our Latin-American Trade?

During the War we secured big business in Latin America; that was when European firms were all making War supplies.

The War is over and competition is becoming serious. What are we doing to hold our trade? What are our competitors doing? *They* are advertising throughout the Latin-American countries. How many of our manufacturers are?

Do you know how to advertise properly in South America? Do you know the kind of copy, the kind of illustration and the mediums to use? —We do.

Can we help you?

J. ROLAND KAY CO.

FOUNDED 1904

Foreign—INTERNATIONAL ADVERTISING—Domestic

161 East Erie St., CHICAGO, U.S.A.

18 East 41st St., NEW YORK, U.S.A.

LONDON: (Associate House)
John Haddon & Co. (Est. 1814)

TOKYO, JAPAN:
J. Roland Kay (Far East) Co

PARIS:
Jégu, Haddon & Roland Kay

SYDNEY, AUSTRALIA:
J. Roland Kay Co.

REPRESENTATIVES:

Buenos Aires, Rio de Janeiro, Calcutta



price of goods to the consumer," I put in.

"There is the point—higher prices," continued Mr. Ingersoll. "Even tariff apologists admit that the tariff means higher prices. And high prices are just what we do not want.

"Take the Internal Revenue taxation—it is really a nuisance taxation. Things that were regarded as none too good for us were taxed so as to limit their use. Why apply nuisance taxation to industries? The effect is the same—higher prices, industry checked.

"To my mind, this sort of taxation is nothing but petty larceny—and you cannot make petty larceny pleasing just by calling it taxation.

"Yet even more absurd is the excess profits tax. You get Uncle Sam as a partner in your profits, and he compels you to bleed people to the very limit—because, of course, if you are making 40 per cent you are not going to be content with 8 per cent, so you add enough to your prices to assure you a nice profit despite the tax. And the result is—business is made bad."

"And when no more can be put on the price, it is taken out of service—and business becomes worse?" I asked.

"That is it, and that is what the country is suffering from now," went on Mr. Ingersoll. "Every tax we have falls ultimately on the consumer, the purchaser and user of goods, and increases the cost of living out of all proportion to the amount of the tax. That's the evil of the present system.

"The excess profits tax protects the weak at the expense of the strong—the poor bodies at the cost of the successful. It makes no distinction between stockholders who give all their time and energies to the business and stockholders who are only investors. It seems to me to be the worst sort of mistake to tax the successful workers merely on the ground that they can stand it.

"Nor is that all. It is no exaggeration to say that our present

system of taxation causes much of our poverty and ill health. The general property tax makes buildings hard to get. People have to herd together. Manufacturers hesitate to make improvements. Workmen are not employed. Wares increase in price.

"The personal property tax is in such disrepute that nobody attempts to defend it in practice. It is a whited sepulchre. I'm told there are millions of dollars on the books of the assessment bureau of New York City alone that have never been collected and never will be."

A GENERAL SALES TAX WOULD BE IMPROVEMENT

"What then of the general sales tax which has been suggested?" I inquired.

"If we must have a tax on business, I think I would favor a general sales tax. It would have to be so arranged that the tax would only be collected at the final sale, and not over and over every time the goods changed hands on their way to the consumer."

"Such a tax must be collected from the ultimate seller on his gross sales and not levied piecemeal on the consumer?" I asked.

"Yes, from the ultimate seller," returned Mr. Ingersoll, "and it should be levied on every final sale to user, whether the goods are sold for what we may call destructive consumption, as in the case of foods, say, or for further productive use, as in the case of a tool or plow.

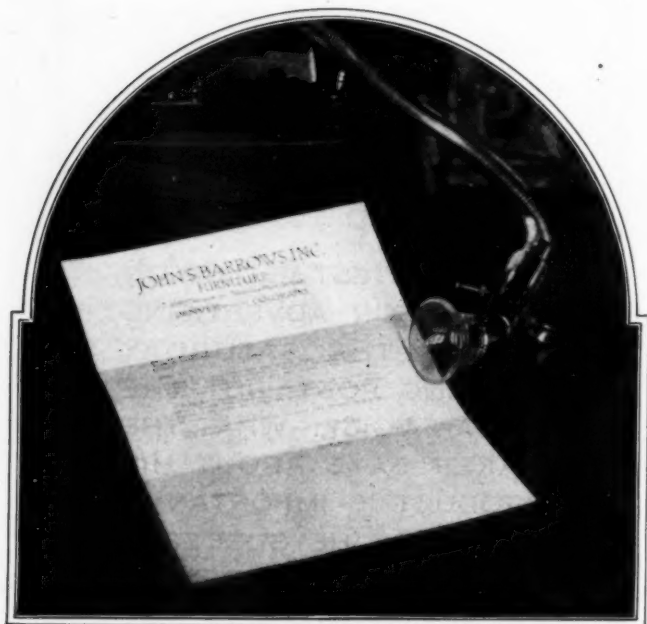
"I have not gone deeply into details of this general sales tax. I consider it only a makeshift. All the details can be fully met, I have no doubt. A flat direct levy on a man's gross sales would at least be honest, and not hypocritical and sugar-coated. I would especially favor it, if it were made practically the sole source of revenue. In that case, I would favor it even if the tax had to be a 5 per cent one.

"All the same, a tax in any form on business is bad. It is a tax upon capital and upon industrial enterprise. It checks the produc-



THE GREATEST MEDIUM ON
EARTH FOR ADVERTISING
IS NOT THE SATURDAY
EVENING POST—BUT THE
HUMAN VOICE. WHAT THE
MAKER SAYS ABOUT HIS
PRODUCT IS IMPORTANT—
BUT WHAT HE SUCCEEDS
IN GETTING OTHER PEOPLE
TO SAY ABOUT IT IS INFI-
NITELY MORE IMPORTANT.

GLEN BUCK *Advertising*
CHICAGO



SYSTEMS

Prepared by The H. K. McCann Company

Impressions

VOICES, colors, figures—all create impressions that sway conclusions.

Stationery likewise makes certain impressions—impressions that seem to mirror the character of the individual—or the organization—whose signature is on the letter. Thus *good* stationery is a real business asset. At all times it conveys the right thoughts—suggests the better business qualities.

No one is a better judge of paper values than your printer. Ask him about an order of letter-heads and office forms on Systems Bond. Get a sample, and note the brisk crackle and the compact, rich texture. Then get the price!

Systems is a business bond of reasonable price, yet it has a generous content of rag, assuring *uniform* quality. Also it is very carefully *seasoned* by loft-drying.

Systems Bond is the standard bearer of a comprehensive group of papers—a grade for every bond and ledger need—all produced under the same advantageous conditions—and including the well-known Pilgrim, Transcript, Manifest and Atlantic marks.

EASTERN MANUFACTURING COMPANY
501 Fifth Avenue Mills at Bangor and Lincoln, Maine New York, N. Y.



BOND



*The Rag-content Loft-dried Paper
at the Reasonable Price*

tion of wealth, decreases demand for labor, depresses wages, discourages business, increases the cost of living. It is bound to make business unstable.

"Why tax business at all? It is not necessary to penalize men for being industrious. Of all the taxable wealth in the United States, only 30 to 40 per cent of it is the creation of capital and labor; 60 to 70 per cent of it is the free gift of the Creator, and is the common fund from which we should draw the cost of our common expenses—which we mis-call taxes.

"Prosperity flows from human activity, and the more untrammelled human activity is the more it produces. A scientific, sensible, business man's method of levying taxation would not put the burden on prosperity. Rather, it would see that instead of levying practically all taxation on the 30 to 40 per cent part of our wealth, consisting of capital and labor, and little on land, the 60 or 70 per cent of our wealth, the taxation should be concentrated on the latter.

"Nearly all present taxation discussion is on tweedledee and tweedledum taxes. The chief question seems to be, 'Whose pocket shall we dive into?' We do not need to take a penny out of anybody's pocket to his hurt. We do not have to injure business, nor make prosperity merely a rainbow. Every penny needed for our Government expenses could be collected, and easily collected, by means of a small tax on land and our natural resources.

"At present we tax industry to the tune of about \$3,500,000,000, and land about \$500,000,000. Let us reverse that."

Mr. Ingersoll is a single taxer only in the sense that he is sure that one tax would produce all we need, and not at all in the sense that he wants to tax out the landowners and put the control of the land in the hands of the Government. He advocates taxing the bare land value because he thinks that since we've got to tax something, we should tax that which,

instead of suffering when taxed, as business suffers from taxation, would be benefited by taxation, as real estate most certainly would be and with it business as well.

New Firm of Publishers' Representatives

John M. Sweeney, Jr., for the past year New England representative for *Arts and Decoration*, and E. Melville Price, recently sales manager for the Henry Tetlow Company, Philadelphia, have formed a partnership as publishers' representatives, with headquarters at Boston. Mr. Sweeney was for several years on the advertising staff of the *Waterbury, Conn., Republican*, *Hartford Courant* and *Hartford Times*, and was an account executive with The Manternach Company. Mr. Price has been with the *Hartford Courant*, later becoming associated with the Tetlow company, with which he was connected in executive capacities for four years.

J. A. Plumb with Syracuse "Post-Standard"

John A. Plumb has been appointed advertising manager of the Syracuse, N. Y., *Post-Standard*. He was in charge of the promotion department of the Worcester, Mass., *Evening Post* until January 15, and previously was advertising manager of the Worcester *Telegram*. Before going to Worcester, Mr. Plumb was for four years with the *Syracuse Herald*.

Denmark Publishes Trade Journal in English

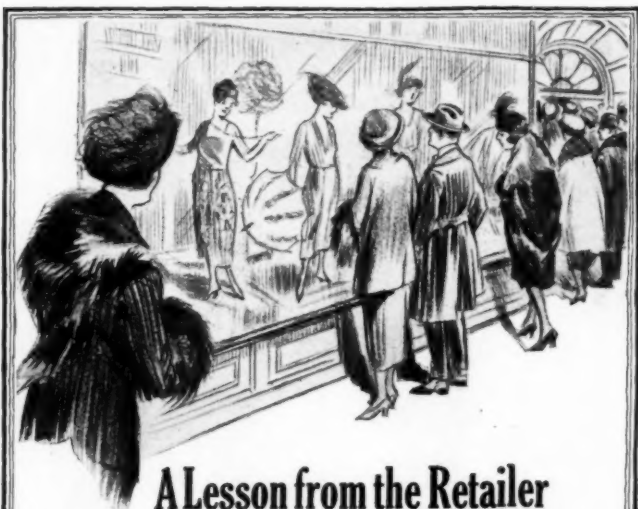
The first issue of a journal, written in English, and published by the Danish Government has just appeared. The publication is known as the *Danish Foreign Office Journal*. The first number contains articles on "Danish Industrial Exports," "Butter Exports," "Agricultural Machines," "Denmark's Financial Situation," and the "First Danish Furniture Fair."

L. V. Collins Joins A. C. McClurg & Co.

Lowell V. Collins, manager of the Bigelow & Main Co., New York, has been appointed advertising manager of A. C. McClurg & Co., Chicago, succeeding J. J. Eiler.

New London "Day's" Representation

The Day, of New London, Conn., will be represented in the foreign advertising field, beginning March 1, by Gilman, Nicholl & Ruthman, New York and Chicago.



A Lesson from the Retailer

The retailer understands the value of display, but it is seldom possible for a manufacturer to determine the window dress of dealers who sell his product.

The Brooks Display Container (Patent)

uses the principle of window display inside a store. By means of this new selling aid, the manufacturer can place his product before the ultimate buyer in a way to greatly stimulate sales.

We also manufacture distinctive folding boxes, window cards and labels. Our experience and equipment are complete for the production of merchandising aids.

BROOKS BANK NOTE CO.

MANUFACTURERS

Lithographed Folding Boxes

Labels

Window Cards

Office Stationery

Springfield, Mass.

New York

100 Hudson Street

Philadelphia

425 Sansom Street

Boston

114 State Street





63,000
—the most powerful
buying group
in America

New York audiences will pay for
Ziegfeld's newest musical offering, *Sally*,
during its first year's run, over \$1,300,000

Theatre

TITLE REGISTRATION



Reaching Who's Who — thru the Theatre Magazine

PEOPLE of note, of wealth and intellect, of the ability to appreciate the finer things of life, are the supporting patrons of the theatre.

The most enthusiastic of these followers of the play and its players read the one magazine devoted entirely to the subject—the Theatre Magazine.

Why not coordinate the interests of this powerful buying group and your own?

Your advertising message presented thru the pages of the Theatre Magazine is assured a vigorous response. 63,000—79% Newsstand—40c a copy

LOUIS AND PAUL MEYER, Publishers
6 East 39th Street, New York

Godso & Banghart
Harris Trust Bldg., Chicago

Chas. K. Goran
Little Bldg., Boston

Magazine

Circulation 63,000



Bright Color Demands Attention!

Send out a business bulletin printed on bright-colored paper, and it is read as soon as received.

Hammermill Cover gives you a wide variety of colors to select from. It is strong, tough, clean, and the price is attractive.

Ask your printer to show you samples or write Hammermill Paper Co., Erie, Pa.

As Standard as Hammermill Bond

HAMMERMILL COVER

*For Booklets, Folders, Broadsides, Catalogs, and all
Direct-by-Mail Advertising*

Farmers' Organizations Tire of Co-operative Store

Current Conditions Make Retail End Unpopular, but Sentiment Increases in Favor of Carload Buying of Certain Commodities

MANUFACTURERS who have been watching with some little apprehension the growth of the co-operative buying idea among farmers have asked PRINTERS' INK how the movement is being affected by present business conditions.

A survey of the situation in Iowa, Nebraska and Kansas, where the agitation has been the strongest, reveals two interesting conditions of a contradictory nature.

The farmers seem to be realizing that they are beyond their depth, so far as conducting retail stores is concerned.

On the other hand, the sentiment is growing in favor of buying binding twine, harvester machinery, coal and similar commodities in carload lots.

The latter proposition is really one that the leading promoters of co-operative buying have urged from the beginning. It is the thing that PRINTERS' INK mentioned a few months ago as being of real concern to the manufacturer. The manufacturer has to look out for it now more than ever.

The retail store—the selling of dry goods, groceries and general merchandise—was hooked onto, or rather wished onto, co-operative buying without general consent.

For years farmers have held the bag for about every kind of co-operative store deal you ever heard of. All sorts of schemes have been cooked up for the purpose of doing away with the independent retailer. During the recent reign of sky-high prices, these stores got to be more in favor than they probably ever will be again. But now that readjustment is in progress the sentiment seems to be going the other way—showing that Mr. Farmer is a hard-headed individual after all, who is not going to buy goods

from anybody very long from a standpoint of sentiment.

In Iowa, nine retail stores are owned and operated by the State Farmers' Union. Now comes the announcement that the Farmers' Union Exchange, which is the wholesale house supplying the nine retail stores, is in the hands of a receiver. The effect on the co-operative store proposition in Iowa remains to be seen.

In Kansas and Nebraska the retail stores are owned by the local unions and buy their goods wherever they like. Life is not at all pleasant for these stores right now. At this writing one big store of the kind in central Kansas is being closed out because its stockholders, all farmers, were "dissatisfied with the way things were going."

The officers of the Nebraska Farmers' Union are taking the situation in hand and are definitely discouraging the formation of co-operative retail stores.

STILL ENGAGE IN QUANTITY BUYING

In the matter of buying certain things in carload lots, however, and distributing them according to the method already described in PRINTERS' INK, the favorable sentiment gets stronger all the time. This has the backing of State Boards of Agriculture and is even supported by the United States Department of Agriculture.

It must be remembered in this connection that the farmer gets what he wants, no matter what the politics of the "in" administration may be. The farmer wants co-operative buying. And it must be admitted that he is going about it in a businesslike manner. Anyway, with the State and Federal Government back of him, he is a force that cannot be ridiculed away or argued out of existence.

Obviously the thing for the manufacturer to do in States where the co-operative buying idea is strong is to redouble his efforts for the upbuilding of the retail store. After all, here is the real weakness of almost any buying scheme. When it comes to distributing the goods to the consumer the retail store is the only real satisfactory way.

There is no use for the manufacturers to try to solve this problem through governmental agencies. The farmers are in the saddle there. Doubtless manufacturers would scorn to use such tactics in any event. But they can devote more attention to building up the retailer.

The experience that has been worked out in the case of retail mail-order ought to be enough encouragement. Ten years ago retailers were badly scared and all sorts of ridiculous ideas were proposed to help them defeat retail mail-order. Among other things, a move was started to have Congress impose a prohibitive tax on the catalogue houses. But certain manufacturers and jobbers who succeeded in keeping their feet on the ground realized that the way to curb mail-order was to have strong retail stores. This policy was put into effect. Retail dealers were shown how they could compete with the catalogue houses. To-day mail-order is great and strong but it no longer is regarded as a menace to the retail store.

Where there are aggressive, capable retailers willing to put up a real fight for business the farmer is not going to be influenced so much by any talk about the fancy advantages of going in with his neighbors and buying things in carload lots. The retail store is or can be a stronger force than the agricultural departments and other agencies backing the co-operative plan.

Sears, Roebuck & Co. report sales amounting to \$15,597,766 in January. The major part of these sales represents a reduction of stocks on hand. Compared with sales in January, 1920, there is a reduction of 47 per cent.

National Biscuit Earnings Over Five Million Dollars

The report of the National Biscuit Company for last year shows net earnings, after taxes, amounting to \$5,543,120.

The balance sheet of the company at the end of last year showed plants and the like carried at \$60,487,638, compared with \$55,955,020 in 1919, cash amounting to \$3,105,459, compared with \$2,164,971, while there was a decrease in the amount of United States Government bonds and notes to \$2,538,155 from \$4,787,084 in the preceding year.

In his remarks to stockholders, Roy E. Tomlinson, president, said:

"The only indebtedness of the company is for raw materials and other incidental items incurred so recently that the accounts could not be audited and paid before the close of the year.

"Inventories of raw material have been reduced to the bare running requirements of the bakeries."

Three Campaigns from New Agency

Grandin-Dorrance-Sullivan, Inc., and Associates, New York, are handling the accounts of the Superior Underwear Company, Piqua, O.; Steatite Electrical Products Corporation, Yorktown Heights, N. Y., and Hudson Coal Company, Scranton, Pa.

For the Superior Underwear Company orders are being sent to trade papers and newspapers.

Orders are being sent to daily newspapers in Boston, New York, Chicago, St. Louis, San Francisco, Cleveland and Kansas City for the Steatite Company.

Daily and weekly newspapers in Pennsylvania and Southeastern States are being used in a campaign for the Hudson Coal Company.

Annual Meeting of Ross Service

At the annual meeting of The William Edward Ross Service, Inc., New York, publisher of *The Sales Manager*, the following officers were elected: William Edward Ross, president; H. M. Dolbear, vice-president; E. E. Ross, treasurer; E. F. Currier, secretary.

An office has been opened in Chicago under the management of Miss Mary G. Hoche, western sales manager, and W. B. Conant, publishers' representative, has been appointed as Western advertising manager for Mid-West territory, by this organization.

Ward with International Y. M. C. A.

Harley Ward, formerly Western manager of *Association Men*, has been appointed a member of the International Committee of the Y. M. C. A., as financial secretary having jurisdiction over Middle Western States.

INTRODUCING

Nathan Kweit

MR. NATHAN KWEIT, for the past two years Production Manager of The George L. Dyer Company, has associated himself with the Advertising Agencies' Service Co.

MR. KWEIT has had long and thoro training in mechanical production with leading advertising agencies. He knows typographic service from the *buyer's side* of the fence.

We are indeed glad to be able to make his services available to our customers, present and prospective.

P. J. PERRUSI

Advertising Agencies' Service Co.
Typographers

209-219 WEST 38th STREET · NEW YORK

How Selfridge Trains Salesfolk

Method Demonstrated at London Advertising Exposition

By Thomas Russell

London Correspondent of PRINTERS' INK

ONE of the most interesting features of the International Advertising Exhibition in London was a sales demonstration staged by Miss Gladys Burlton, B. A., Director of Education at Selfridge's.

Selfridge & Co. have always been remarkable for the thoroughness of their staff training, and Mr. Selfridge himself has often told me of his personal interest in this subject. The Selfridge Guide Book, which expresses the ideals of the house, and is given to members of the staff on joining, is a very different affair from the ordinary department-store "book of rules." Much more than that, it is what I have just called it, a book of ideals. Selfridge salespeople are taken to manufacturing in England, Scotland and on the Continent to perfect their knowledge of merchandise, and they listen to technical lectures on similar subjects and on sales-craft.

Miss Burlton brought to the exhibition a small selection of goods, chosen from the perfumery department of Selfridge's, and a number of young ladies, who enabled her to illustrate by actual work her explanation of the Selfridge methods. She told a large and appreciative audience how every day, at the time of opening the store, a place is screened off, and a number of the staff given a practical lesson. A sale is "acted," one of the assistants playing the part of a not-too-easy customer, and another selling her the goods. Afterward, the bystanders discuss the proceedings, commend or otherwise criticise the work of the saleswoman and make suggestions upon it; and Miss Burlton or her representative sums up.

Having explained this, Miss Burlton proceeded to demonstrate it twice—the right way and the

wrong. A young lady, with very great courage, began by showing how not to do it—one of her colleagues, in hat and cloak, entering as a customer and asking for some face-cream. Her manner was not conciliatory and the saleswoman did nothing to improve it. She produced a package and planted it down upon the counter, naming the price. The customer thought it dear, and another variety was offered, not without a tinge of disdain. The customer wavered. What was the odor? The assistant didn't know. No; it would not be allowable to open the package. Madam might sniff the lid perhaps—package thrust uninvitingly into the customer's face. A still cheaper variety was called for and purchased.

The next article was powder, and much the same selling methods were used. A greaseless cream was asked for, but the information forthcoming was insufficient, and no sale resulted.

CRITICISED BY HER COLLEAGUES

The other saleswomen expressed free opinions. "Miss — does not appear to know her stock very well." "She did nothing to support the price of the dearer cream." "Her presentation of the goods lacked charm." "It would have been a good idea to show, for the secondary inquiries, a line of toilet articles all having the same odor. A lady does not want half a dozen different scents."

Miss Burlton's summing-up was gently critical. It aimed at developing and encouraging a beginner, rather than finding fault. The suggestion of a uniformly perfumed line was commended, and the belief expressed that after Miss — had absorbed more completely the Selfridge spirit of

(Continued on page 121)

Merchandising Processes

In the United States and Canada

Are Very Much Alike

The more thoroughly the situation is investigated the more soundly is the fact established that magazines should be used in Canada to get the same national publicity effect that magazines are relied upon to give in the United States.

Magazines in Canada have the same high standing with their readers, they have the same appeal to the "leadership" families, and in many cases they have proportionately just as large circulations as have the magazines in the United States.

The influence of the magazines is just as important, their value just as great, their use just as necessary in Canada as in the United States.

First among the several really good magazines of Canada stands

MACLEAN'S

"CANADA'S NATIONAL MAGAZINE"

It offers circulation, plus prestige, plus buying power.

Some of the most experienced and most successful advertisers concentrate their entire Canadian advertising effort in this one medium.

The more thoroughly an advertiser investigates Canadian conditions and Canadian mediums the more surely will he decide upon MacLean's as the first publication to use and the broad base upon which to build a successful campaign in this country.

*A. B. C. data, rates and
sample copies on request.*

THE MACLEAN PUBLISHING COMPANY, Limited
183 UNIVERSITY AVE., TORONTO, ONTARIO

Begin Now, Spending 10% of Your U. S. Advertising Approp- riation in Canada!

The United States manufacturer or firm commencing *now* to develop an interest in the Canadian market and plan a merchandising program is sure to attain an enviable commercial position in the years to come.

And, the best way to reach and cultivate this great Canadian market is via

The Daily Newspapers of Canada

For Canada is pre-eminently a Country of Newspapers—they are the “national media.” The Daily Newspapers offer you an advertising medium by which you can reach the Canadian buyer—effectively and at moderate cost.

These papers circulate from the different centres in which they are published to all

parts of the Dominion. They are widely read by all classes and carry weight and influence with their readers.

They provide U. S. manufacturers with the means of putting their goods before people who are doing more business, saving more money, buying and selling more goods *per capita* than any other nation in the world.

The Daily Newspapers listed below cover sixteen cities and their outlying districts and reach a combined population of over 2,000,000 people. Write direct to these Newspapers or ask your Advertising Agency for data concerning them.

The Daily Newspapers of Canada

Place	Popu- lation	Paper	Place	Popu- lation	Paper
Charlottetown.	12,000	M. & E. Guardian & Examiner	St. Thomas, Ont.	20,000	E. Times-Journal
P. E. I.			Toronto, Ont.	512,812	M. Mail & Empire
St. John, N. B.	64,305	M. & E. Telegraph & Times	Winnipeg.	102,571	M. & E. Free Press
			Man.		E. Tribune
			Regina, Sask.	40,000	M. Leader
					E. Post
Quebec, Que.	116,850	E. Le Soleil	Calgary, Alta.	75,000	E. Herald
		E. Telegraph	Edmonton, Alta.	65,000	E. Journal
Sherbrooke, Que.	23,493	E. Record	Vancouver,		
Kingston, Ont.	23,700	E. British Whig	B. C.	135,000	M. Sun (Daily & Sunday)
London, Ont.	59,281	M. & E. Advertiser			E. World
		M. & E. Free Press	Victoria, B. C.	55,000	M. Colonist
St. Catharines, Ont.	19,860	E. Standard			

*NOW—this month—plan to investigate
Canada.*

welcome, her work would improve.

THE OTHER WAY

The same persons now re-enacted the scene, it being understood that the saleswoman (formerly a beginner) was supposed to have been three months at Selfridge's.

On this occasion the customer—still porcupine in attitude—began with powder. The saleswoman selected a color and said "This will be right, madam."

"How do you know that it will be right?"

"It suits your complexion."

The customer tossed her head: "Nobody ever knows what suits me."

"But I know," the saleswoman gently insisted. "I could tell at once that this is the color. See—it is like this"; and she showed an open package.

Face-cream and vanishing cream from the same line followed. The customer found them expensive, but was reconciled to the price by quality-talk. She was even led to ask spontaneously for perfume of the same series and was staggered by the price. But a spray of it from a bottle proved irresistible and the sale was effected. This sprayer suggested itself as a desirable addition on the ground that perfume is used more economically from a spray than by being poured out: but Madam's money was exhausted and the saleswoman—by this time on an intimate footing with her customer—cheerfully agreed that it would be a good thing to reserve for a Christmas purchase. She obtained the address, had the name spelled, and offered a "purchase-assembly" slip, that the customer might complete her purchases in all departments, and visit only one cashier.

The friendly critics agreed that Miss — had made great progress. The improved presentation and charm of manner were commented upon. One bystander thought that the spraying bottle might have been sold, with a little more pressure; but this opinion

was criticised by others, who said that the articles already sold were evidently dearer than what the customer originally intended to purchase, and that although it might have been practicable to sell the sprayer, the customer would have regretted the purchase, and Selfridge's would, on the balance, not have gained in her esteem.

Miss Burlton agreed with the last opinion, and her congratulation of the saleswoman on her progress closed a most instructive and interesting demonstration.

The systematic use of dramatic and practical methods in teaching salesmanship is new to England, and indeed if anywhere but at Selfridge's the teaching of salesmanship is practised, it is only in a very few large and progressive establishments. The National Cash Register Company, however, trains its salesmen on somewhat similar lines. At the head office, a number of miniature shops are kept in being. A new salesman is shown how to adapt his methods to butcher, baker and candlestick maker, and instructors play the part of shopkeeper, exercising the pupil by handing him the hardest possible reception for his offer of a cash register. But this is a very different thing from training a shop sales-force—in this country very generally regarded as people whose business is to take orders rather than to use salesmanship in any scientific way.

Collin Armstrong at Chicago Dinner

The Newspaper Representatives Association of Chicago gave a luncheon in honor of Collin Armstrong, chairman of the committee on newspapers of the American Association of Advertising Agencies, on February 15. The Newspaper Representatives Association of Chicago is an organization of advertising representatives of over 900 newspapers of the United States and Canada.

W. M. Prince in New York

Wm. Meade Prince, who has been with the Meininger Studios, Detroit, has opened a studio of his own in New York.

C. S. Hart Returns to International Magazine Co.

Charles S. Hart has been made sales manager of the circulation department of the International Magazine Co., New York. Mr. Hart left this company during the early stage of the war to take charge of the Film Division of the Bureau of Public Information. He has been manager of the *American Weekly* and advertising manager of *Hearst's Magazine*.

Roofing Account from Minneapolis

Newspaper advertising in the Northwest will start March 4 for the B. F. Nelson Mfg. Co., Minneapolis, advertising Nelson Prepared Roofing. Farm papers and trade papers will also be used. This is a new account of the Mac Martin Advertising Agency, Inc., of Minneapolis.

Live Stock Commission House to Advertise

The Betting-Thompson-Madden, Inc., advertising agency, St. Paul, has obtained the account of the Wood & Weiler Co., live stock commission merchant of South St. Paul. A farm-paper campaign to cover North Dakota, South Dakota and Montana, will be released March 1.

Wells Drury with San Francisco Agency

Wells Drury, former secretary of the Berkeley, Cal., Chamber of Commerce, has resigned to become president of the Drury Advertising Service of San Francisco. Mr. Drury has been managing editor of the *San Francisco Call*, *Examiner* and *Chronicle* at different times.

Honey Producer Appoints Agency

S. Hugh Paine, advertising agent of Grand Rapids, Mich., has obtained the advertising account of the A. G. Woodman Co., of Grand Rapids, manufacturer and jobber of honey and beekeepers' supplies.

J. J. Hagan with Logan Agency

John J. Hagan, who before entering military service was with Berrien-Durstine, Inc., has been made auditor of Thomas F. Logan, Inc., New York.

Joins Critchfield's Detroit Office

Robert A. Carter, who has been for several years associated with the advertising agency of Carl S. von Poettgen, Inc., Detroit, has joined the Detroit office of Critchfield & Co.

Montgomery Ward Advertises New Portland House

Page advertisements appeared this week in city and small town newspapers and farm papers on the Pacific Coast and in the Northwest announcing Montgomery Ward & Company's new retail mail-order distributing house in Portland, Ore. Heretofore Portland has been only a warehouse point for this firm, but from now on it will be a complete organization in itself just the same as the other houses of the company. Following the initial announcement which appeared on February 15 the plan includes the use of alternate pages of catalogue and merchandise copy. The idea is to build up a new mailing list around the Portland house and also to sell merchandise in advance of the appearance of the Portland catalogue.

Heyworth Campbell Heads Art Directors' Club

At the annual meeting of the Art Directors Club, New York, Heyworth Campbell, art director of *Vogue*, *Vanity Fair*, and *House & Garden*, was elected president. Mr. Campbell succeeds Richard J. Walsh, of Barrows & Richardson.

J. H. Chapin, art director of *Scribner's Magazine*, was elected first vice-president; Stanford Briggs, of Stanford Briggs, Inc., was elected second vice-president; Ralph Shultz, of F. J. Ross Company, was elected treasurer, and James Ethridge, of the Ethridge Association of Artists, was made secretary.

The members of the executive committee are Ray Greenleaf, of Ward & Gow; Thomas E. Booth, of George Batten Co.; Guy Clark, of Street & Finney, Inc., and Franklin Booth.

Logan Has Premier Vacuum Cleaner

The entire account of the Electric Vacuum Cleaner Co., Inc., Cleveland, maker of "The Premier" electric vacuum cleaner, is now being handled by Thomas F. Logan, Inc., New York. Heretofore the Logan agency has handled only the newspaper advertising.

In a coming campaign the Logan agency expects to use much space in newspaper rotogravure sections.

John A. Ward with Los Angeles "Examiner"

John A. Ward has been appointed national advertising manager of the Los Angeles *Examiner*. Mr. Ward resigned the managership of the merchandising department of *The Ohio State Journal*, Columbus, Ohio, on February 10.

Thien Joins Seelye & Brown

The Detroit advertising agency partnership of Zimmer-Thien, Inc., has been dissolved, Robert Thien being now connected with the service department of Seelye & Brown, Inc., as vice-president.

Ontario has More—

There are more automobiles to every hundred people in Ontario than in New York State—or in New Jersey or Pennsylvania.

No other part of Canada has so many English-speaking families. They produce a greater value of farm and field crops than any other Province.

They make one-half Canada's manufactures—earn one-half Canada's industrial pay-roll—consume one-half Canada's imports for home consumption.

This is the Toronto and Ontario market.
It is Canada's Greatest Market Place.

The Globe

TORONTO

is the Predominating Medium.

The Globe became great *first* as a newspaper, but general advertisers have long accorded it *THE* outstanding place. In 1920 they placed in The Globe 13% more general advertising than in any other Canadian daily.

For Globe space they paid the highest newspaper advertising rates in Canada.

But they reached Canada's greatest market — through Canada's strongest newspaper—and naturally *it was profitable to them.*

Advg. Offices:

Verree & Conklin,
New York
Chicago
Detroit
Portland, Ore.

Wm. Findlay
Business Manager

Advg. Offices:

Hamilton, Ont.
25 Hughson St. S.
Montreal, Que.,
303 McGill Bldg.

Upholds Newspaper Advertising Rates

A recent compilation of publishing cost increases of a metropolitan newspaper, which might fit the case of any one out of half a dozen of the largest cities, shows the following:

	Per Cent Increase
Newsprint	232
Cost Due to Circulation Increase	28
News and Feature Services.....	300
News Ink.....	75
Color Ink.....	67
Printing Machinery.....50 to	100
Delivery Service.....	400
Printers (Union)	108
Pressmen (Union)	102
Stereotype (Union).....	94
Office Help.....	84
Paper Storage.....	87
Drayage	75
Freight	107
Printing Press Blankets.....	150
Telephone Service.....	15
Electric Power.....	90
Fuel	40

These increases represent what has happened to newspapers throughout the country in the past few years. The increases in advertising rates have not been proportionate to the increases in costs. There may be an exceptional case here or there, but they are very few.

In getting back to normal, therefore, there cannot be any decrease in advertising rates. Many other manufacturing industries have been getting back to normal by simply closing down their plants, discharging their labor and starting up later with a reduction in wages. This the publisher obviously cannot do. His labor, for the most part, is highly skilled, requiring years of special training, and closing his plant to reduce wages would ruin his business. Moreover, there is no surplus of the specially skilled labor he requires, as is indicated by the increases granted labor in scales made recently. The newspaper is necessarily a continuous business, and the publisher is at all times subject to demands resulting from the inexorable law of supply and demand. He has no alternative of closing to better conditions; he pays. It is the desire of publishers generally that wages of their employees shall remain permanently at a higher figure than during the pre-war period, and there can be no hope of reductions in wages for years to come—not until the purchasing power of the dollar shall have increased sufficiently so that such reduction may be made without lowering the higher standard of living that labor has deservedly gained.—T. R. Williams, business manager Pittsburgh Press and president American Newspaper Publishers Association, addressing the Pennsylvania Associated Dailies.

New Grape Juice Account with Rankin

The J. Hungerford Smith Co., grape juice, Lawton, Mich., and Rochester, N. Y., has placed its account with the William H. Rankin Co., Chicago.

Farm Equipment Companies Want Improved Sales Plans

A session of the sales managers connected with the farm operating equipment industry has been called to meet in Chicago February 17. The object is to determine what can be done to bring about an improvement in selling methods.

"We have heard a great deal of late about salesmen having been 'order takers' in the last few years," said J. D. Hollowell, chairman of the sales managers' department of the National Implement & Vehicle Association. "We are agreed that that day is past. This is a time for real salesmanship."

"Sales managers must be 'order givers' from now on, and salesmen 'order getters.' We must get the aggressive spirit back into our organizations, from top to bottom."

Retail Dry Goods Advertisers Meet

The first general meeting of the recently organized Advertising Group of the National Retail Dry Goods Association was held at New York last week during the annual convention of this association.

Frank A. Black, of Wm. Filene's Sons Co., Boston, was elected chairman of the group. Vice-chairmen are Gordon Schoenfarver, Jordan Marsh Co., Boston; Chester Brown, of L. S. Plaut & Co., Newark; J. B. Mills, of the J. L. Hudson Co., Detroit; F. J. Paxon, of Davison, Paxon & Stokes, Atlanta, and F. H. McManton, of Hale Bros., San Francisco. F. W. Cowlishaw, of R. H. Macy & Co., Inc., was made secretary-treasurer.

"Photo-Play Journal" a New York Publication

Mention was made in PRINTERS' INK last week of an injunction granted by the U. S. Court of Appeals, of Pennsylvania, restraining the La Verne Publishing Company and the Central Press Company, of Philadelphia, from use of the words "Photo-play" in *Photo-Play Journal*. The *Photo-Play Journal* is no longer published by these companies, having been purchased last April by the Photo-Play Journal Corporation, New York, of which F. H. Anspacher is president.

L. A. Hornstein Dead

Louis A. Hornstein, who for twenty years has been publicity manager of the Mergenthaler Linotype Co., New York, died at New York last week. He was fifty-two years old.

Nathan Kweit, for the past two years production manager for the George L. Dyer Company, is now associated with the Advertising Agencies' Service Co., typographers, of New York.

**No. 2—A little history of continuity
advertising and results obtained
therefrom. Published by permission
of the advertiser.**

FRED MEDART MANUFACTURING CO.

General Office & Factory, St. Louis

**GYMNASIUM APPARATUS
STEEL LOCKERS
PLAYGROUND APPARATUS
STEEL SHELVEING**

St. Louis, Mo., January 5, 1921.

ASSOCIATION MEN,
19 South La Salle St.,
Chicago, Ill.

Gentlemen:

In my opinion, Y. M. C. A. officials are looked upon more or less as public servants, especially by officials of municipalities who consult them freely. At least in gymnasium and locker equipment, it is very common for school and city authorities to consult Y. M. C. A. officials as to the proper and best equipment to install.

If we were to give Association Men credit for all the Y. M. C. A. business we receive, it would be the best paying medium we use. Associate with this the outside influences Y. M. C. A. officials have on business in our line and it is easy to understand why we have advertised in Association Men without interruption, since the very first number.

Yours truly,

EDW. J. MEDART.

DIC. E. J. MEDART—IF.

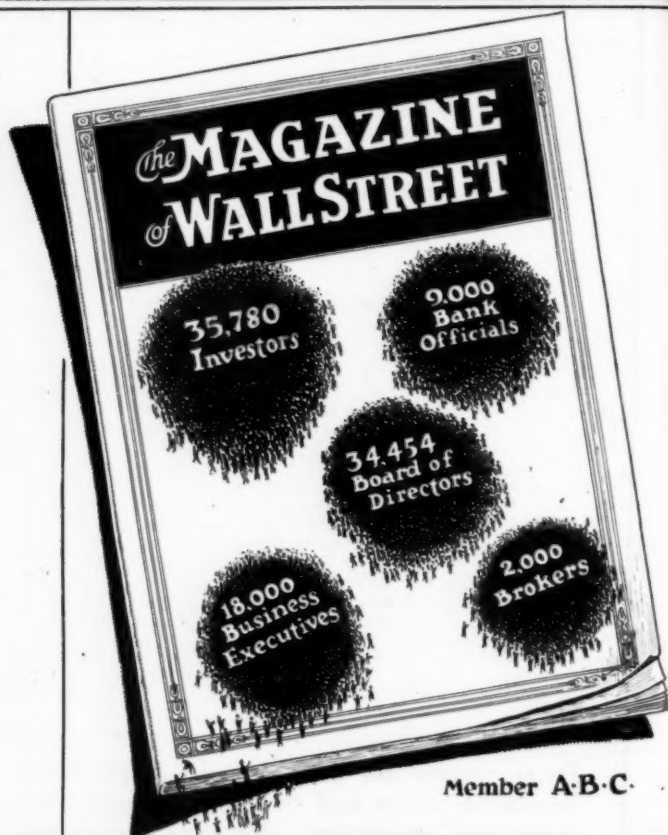
**These results are due to a combination of
circulation value and the unique service we
render our advertisers. Put this service be-
hind your goods. Ask us about it.**

ASSOCIATION MEN

**347 Madison Avenue
New York City
New York**

**Western Office
19 So. La Salle Street
Chicago**

A Strategic Market —



The MAGAZINE of WALL STREET

42 Broadway

New York

Tremendous Buying Power A Powerful Influence

SALES — to individuals who have a personal annual income of over \$250,000,000.

SALES — to executives and directors of corporations and banks who purchase whatever is required by a well equipped plant or office.

INFLUENCE — with the banker, who holds the purse strings; who o.k.'s budgets in many cases; who orders retrenchment or progress.

INFLUENCE — with 35,780 investors whose importance lies in their ability to buy securities of the national advertiser and to stabilize those securities already on the market.

No national advertiser whose product or service fits in with this market can afford to overlook this "unique medium."

The cost is ridiculously low. The quality of subscribers is extremely high. The results obtained are profitable in every respect.

Interesting illustrated brochure analyzing circulation, sent on request.

**The MAGAZINE
OF WALL STREET**

42 Broadway

New York

THE SMALL TOWN MAGAZINE THAT CARRIES THE "TRY-OUT" COPY—

475,000
SUBSCRIBERS
ALL PAID IN ADVANCE

\$1.90 the Line
(40 cents per line per
hundred thousand circulation.)

APRIL FORMS CLOSE MARCH FIFTH

The **HOUSEHOLD JOURNAL**

The Small Town Magazine With a Mission

THE HOUSEHOLD JOURNAL

CHICAGO
2003 Harris
Trust Bldg.

I. E. SEYMOUR, Adv. Mgr.
BATAVIA, ILLINOIS

NEW YORK
A. H. Greener
116 W. 39th

Baltimore Convention for Business Stimulation

The first annual convention of the Third District of the Associated Advertising Clubs of the World was held in Baltimore on February 14 and 15 to stimulate business, rout pessimism and inspire men with the "Let's Go" spirit.

Delegates attended from Maryland, Virginia, North Carolina, South Carolina and the District of Columbia. Short discussions on salesmanship, merchandising and advertising were the features of the convention.

Judge C. J. Orbison, of Indianapolis, said business depression is due to the nervous condition of the business man. "For the last two years the business man has had it easy," he said, "but things at present are reversed. There is plenty of business in this country and Europe, but it's up to the business man to go out and get it. The field is now open and the first wholesaler or retailer on the job is the fellow who will get the orders."

H. B. Le Quatte, of Street & Finney, Inc., New York, analyzed present-day merchandising. Gordon H. Cilley, advertising manager of Wanamaker's, detailed objections to advertising courses. Frank E. Fehlman, president, Churchill-Hall, Inc., New York, discussed retail advertising and retail store service. E. Lyell Gunts, of the Green-Lucas Co., Baltimore, thrashed out fundamentals in advertising and selling. Irvin F. Paschall, of *The Farm Journal*, took up the topic of making advertising pay.

The farm market, its possibilities and how to reach it was discussed at length by S. E. Leith, publishers' representative. Taking the error out and putting the truth in advertising was the theme of a talk by Dr. Harvey Wiley, associate editor of *Good Housekeeping*. Rowe Stewart, president of the Associated Advertising Clubs, addressed the delegates on "Advertising Success and Why."

The sessions were characterized by open forum discussions which followed each address.

H. D. Carsey Leaves San Francisco Hotel Advertising

H. D. Carsey has resigned as advertising and publicity manager for the St. Francis Hotel in San Francisco to plan a publicity campaign for the colonization of the state of Chihuahua in Mexico. Thomas Pearce, one of the assistant managers of the hotel, has taken his place.

Fresno Chamber of Commerce to Help Advertise Olives

The Chamber of Commerce of Fresno, Cal., has enlisted its services with the Olive Growers' Association to help that organization carry on a national educational advertising campaign.

San Francisco and New York Agencies Merge

Incorporation papers have been filed in California for a charter incorporating the company of Evans & Barnhill.

This corporation will carry on the advertising business formerly conducted under the name of The Eberhard Advertising Agency and will also operate for the San Francisco clients of Evans & Barnhill, Inc., New York City. The officers of the new company in San Francisco are J. D. Barnhill, president, who is vice-president and director of the corporation of the same name in New York; George H. Eberhard, vice-president, who is president of the George F. Eberhard Company; David G. Evans, vice-president, who is president of the New York corporation; H. S. McKay, secretary-treasurer, who was vice-president of the Eberhard agency.

The San Francisco corporation will operate as a separate corporation, with the co-operation of the New York company.

Mr. Barnhill has moved to San Francisco and will devote his entire time to the San Francisco office. The Eberhard Advertising Agency will be transferred in its entirety to the new organization, and will continue to operate under the direction of Mr. McKay. Mr. Eberhard will also devote a large part of his time to the affairs of Evans & Barnhill, Inc.

Kansas City Would Abolish "Government Statement"

Following the address of Stanley Clague in Kansas City February 14, which is quoted at length elsewhere in this issue of *PRINTERS' INK*, the Kansas City Advertising Club adopted a resolution endorsing the effort of the Audit Bureau of Circulations to have eliminated the "government statement" of newspaper circulation. It was further resolved that the committee appointed by the president of the club be instructed to co-operate with the Audit Bureau of Circulations and to secure the co-operation of the Associated Advertising Clubs of the World and other agencies for the accomplishment of this reform and resolved that a copy of the resolution be forwarded by the club to Senators and Congressmen representing Kansas City.

Charles Hanson Towne Leaves Agency Work

Charles Hanson Towne, former editor of *McClure's*, New York, has resigned as copy chief of the Thomas F. Logan, Inc., New York advertising agency. Frank H. Fayant, vice-president of the Logan agency, succeeds him as chief of the copy staff. Mr. Towne will leave for California within a short time and will give a number of lectures in various cities of that State.

Shoe Jobber Opens Stock Rooms to Public

The Ellet-Kendall Shoe Company, of Kansas City, Mo., is selling its large stock of shoes, said to be valued at \$500,000, direct to the consumer at wholesale prices. It is actively advertising in the Kansas City newspapers for local business and extends wholesale privileges to out-of-town consumers who want to go to Kansas City to buy.

The firm explains that it was driven by necessity to take this unusual step. It had a big stock of goods on hand that it could not dispose of in the regular way to out-of-town retailers.

The company does not manufacture shoes. It is strictly a jobbing concern, and its business has been mainly with general merchants and shoe dealers in the smaller towns of Missouri, Kansas, Oklahoma and Texas. None of the selling is being done by mail. Purchasers must visit the company's warehouses in person.

Indianapolis Agency Incorporates

Emerson B. Knight, Inc., has succeeded to the business of Emerson Beck Knight, Indianapolis advertising agency. The officers of the new company are: President, E. B. Knight; vice-president, J. Victor Richardson; secretary, R. C. Clark, and treasurer, R. V. Gilliland.

New accounts of this agency are the Century Biscuit Company, Nichols Candy Company and the Indiana Bell Telephone Company.

J. C. Healy with McCutcheon-Gerson

J. C. Healy, who has been manager of the copy department of the Turner-Wagner Co., Chicago, joined the McCutcheon-Gerson Service, Chicago, on February 14 as chief of the plan and copy department, succeeding Wm. J. MacInnes, resigned.

A. E. Winger, President of American Lithographic Co.

Albert E. Winger, vice-president and general manager of the American Lithographic Company, has been elected president of this company. Mr. Winger succeeds Joseph P. Knapp, who has been elected chairman of the board of directors.

Eichhorn with Rubberset Company

Paul F. Eichhorn, who recently resigned his position as advertising manager of the Devoe & Reynolds Co., Inc., is now sales and advertising manager of the Rubberset Company, Newark, N. J.

Black Ink Production in Danger

Because of the dependence of the ink industry upon supplies of natural gas in the United States, the national Association of Ink Makers has made public resolutions just adopted deploring restrictions of the use of gas contemplated in Louisiana and other States.

Curtailement of hydro carbon black manufacture, an important ingredient of black ink, the resolutions said, would indirectly menace the entire publishing business by necessitating the use of more expensive colored inks. The use of natural gas is very necessary in the production of hydro carbon black.

"We consider it unpatriotic," the resolutions said, "for any one or a group of States to restrict their natural resources to the exclusion of the advancement of the rest of the Union. The printing ink industry is a key industry in civilized countries. If the spirit of restriction were pursued, the State of Maine might prevent its wood resources from being used for the manufacture of paper and the coal-producing States prevent their coal from being used for locomotive fuel in which only a small percentage of the heat produced by the coal is used."

Predicts Big Drop in Auto Prices

Franklyn Hobbs, business analyst and statistician, in addressing a luncheon of the Chicago Agate Club at which exhibitors in the automobile show were guests, predicted that automobile prices would come down considerably during 1921 from the present figures.

"If you are going to do business this year," said Mr. Hobbs, "you must get your cost down where you can sell your cars at very much below present prices. When you have done that you are probably going to make more money than ever before. You ought to sell 1,750,000 pleasure cars in 1921 and you will sell them if you will build them and offer them at prices consistent with other prices and conditions."

"We are going back to pre-war prices plus seven years of progress and change which may mean that the average price on all things will stabilize itself at 10 per cent or at 35 per cent above the pre-war average. Individual articles will find their own levels."

Elsie Johns with Chicago Elevated

Elsie B. Johns has been added to the sales force of the Chicago Elevated Advertising Company, taking the place of Otto N. Frankfort, already mentioned in *PRINTERS' INK* as having become associated with Morris, Mann & Reilly, of Chicago. Miss Johns recently had been representing *Harper's Bazar* in Chicago and before that was on the copy staff of Erwin Wasey & Company, advertising agency.



IMPRESSED by the retail advertising this Company has prepared for its national clients, several exclusive retail institutions have sought our services and caused us to establish a Retail Advertising Department.

This is the first Retail Advertising Department to be installed by a large advertising agency.

Campbell-Ewald Company was also the first Detroit agency to install a Research Bureau and Direct-by-Mail Department.

All three of these departments are rendering progressive and profitable advertising service to national and local clients.

Besides demonstrating this Company's pioneering qualities, they are characteristic of the *completeness* of Campbell-Ewald advertising service.

CAMPBELL-EWALD COMPANY

Advertising

CHICAGO

DETROIT

NEW YORK

Sales Relationship on a Personal Basis

Three Rules of Action to Follow in a Buyer's Market

By Leon Allen

IN the adjustment between capital and labor there is a big lesson for all sales organizations which needs to be re-emphasized in view of the current commercial situation.

The idea of investing business with a personality and of trying to recreate in the expanding business of the giant corporation those personal qualities which made many one-man businesses big, is not new. It began in the period which followed Roosevelt's fight against "malefactors of great wealth" and it was moving steadily forward when the war broke out in 1914.

When the great seller's market became a fact, however, corporation after corporation forgot its new resolutions. In this period it was not uncommon for mill executives to say "Here's our chance to get square." And unfortunately "get square" they did and many a buyer smarted under real or fancied grievances of war-boom treatment.

To the man in the tree top it looks as if this was pre-eminently a time for copying the politicians and getting to fixing fences.

To put the personal touch into our sales relations, we must think of the customer as an individual and not group him with the mass, and this involves three very definite lines of action:

1. Adequate education of salesmen.

2. Intensive training of correspondents.

3. Efficient customer visualization.

These three things sound complicated, but in reality the fundamental principles underlying them are simple. The hardness of the task depends, as it does in labor relations, upon the size of the organization. The more extended its field the greater the job.

A sales organization with a hun-

dred accounts can know its customers and be known intimately by them.

THE HANDICAP THE BIG ORGANIZATION LABORS UNDER

But to the office of the Blank organization with 2,500 accounts, John Jones of Jonesville, Ark., is only a chap who is all the time yelling about discounts and deliveries, and to John Jones, Henry Smythe, the southwestern representative of the Blank Company, is only a replica of hundreds of other smooth-spoken, well-dressed salesmen, who make Jonesville each season.

As a result, Jones gets the letter of the law in his dealings with the home office and he gives the letter of the law on his side.

Nobody knows whether he wears side whiskers or is smooth shaven, whether he is young or old, thrifty or spendthrift; nobody knows his aspirations, or his antipathies. He is one of the twenty-five hundred and treated accordingly.

On his part the inside of a big organization is a sealed book. He doesn't realize that the short imperative note he gets about payment may be the work of a tired credit correspondent, or the curt letter about deliveries the workings of a country boy fretful for farms such as surround Jonesville.

Happy is the organization that can bring these men to a consciousness of each other, and blessed is the executive who can place his finger on this weak link of big business and search for remedies.

The key to the whole situation is, of course, the first point of contact between the customer and the house—the salesmen—that is why I have placed "Sales education" first.

(Continued on page 137)



"O wad some Pow'r
the giftie gie us
To see oursel's
as others see us!
It wad frae monie
a blunder free us."

—ROBERT BURNS

BOBBY, we sternly accuse you of having been, for all your poetry "an' a' that," a potential advertising executive! Unconsciously, you have uttered the fundamental doctrine of all advertising!

Seeing ourselves as others see us—that is the keystone, that is the beginning and end of success in advertising. If we saw ourselves as others see us, would we, for example, be publishing "translated" English advertising campaigns in the German-language papers of the country? *We think not!*

We ask—seriously—whether a dyed-in-the-wool German could become a bonnie Scotsman by putting on a kilt! And, no less seriously, we should like to know whether a closely-aimed appeal to the *American* housewife can serve equally well with readers of German-language publications?

This organization prepares advertising that fits the 10,000,000 German-language readers of America as the kilt fits the real Scotchman!

ACORN COPY SERVICE, INC., Advertising

132 Nassau Street, New York

Telephone: Beekman 2810

PHILADELPHIA



CINCINNATI

a 287 million dollar industry becomes national advertiser

The national Advertising campaign for the manufacturers who make up the "national association of the Sweater and Knitted textile Industry" is launched.

ITS OBJECTS: To increase the sale, display and use of.....



the simple means by which *Advertising Managers* of Manufacturers of Knitted *Outerwear* may link up to this big concentrated effort are ready for the asking—a post-card request will bring the plans, etc., in time to use the "link up" in your trade-paper copy, direct-mail literature and newspaper or magazine copy—

newspaper service departments

can secure the practical means of getting *extra space contracts* from regular advertisers and a way to get Sports goods stores, Haberdashers, Small Dry Goods Merchants to become *regular* advertisers—if solicitors are given our free "unbranded" layouts, copy, mats, and cuts.

for fashion & women's page editors

authentic new Fashion photos of every sort of Knitted OUTERwear free. for department store advertising managers. Specialty Shop advertising men, men's wear advertising men: unbranded services of cuts and copy to fit their needs.

address:

J. W. Lundau Jr.
director

the

National Advertising

bureau of the knitted OUTERwear trade

flatiron bldg., New York

suite 1518

SWEATER & Knitted Textile Publicity BUREAU, Inc.

"a tell-tale—not a selling effort"

(this announcement is made for the information of the advertising managers and sales managers of members of the **national Association of the knitted OUTERwear industry**)

The first step in the national Advertising campaign now actually launched to increase the sale and "turn over" of stocks of..... no matter what brand of Wool, Silk or Artificial Silk *is the work* of informing the



Knitted OUTERwear Jobber, his salesmen and their Customers as well as *All Merchants* who have on their shelves *now*, some of the many hundred different articles of knitted OUTERwear that are made by the members of the national Association and the Sweater and Knitted Textile Industry,—

concerning the consumer campaign which will include *localized Newspaper Advertising*, Moving Pictures and every *practical* form of sales-making promotion media will start in about 90 days.

advertising managers of knitted OUTERwear manufacturers: you are urged to send for facts as to "how to make this your own national Advertising Campaign" without cost—if your firm is a member of the national Association of the Sweater and Knitted Textile Industry and how much more you get that's tangible and direct if your firm is a contributor also to the national campaign fund which supports this,

address:

J. W. Lundan, Jr.
director

the **National Advertising**
bureau of the knitted
OUTERwear trade
flatiron bldg., New York
suite 1518

SWEATER & Knitted Textile Publicity BUREAU, Inc.

Buyer's Markets?

We hear a lot about them nowadays.

But not many are offered the advertiser.

Here's one for you—

That in these times of generally increased rates and stationary circulations is worth investigating.

Space in Black and White at \$1.55 per page per thousand—

In Color (inside) at \$1.80 per page per thousand—

In Color (back cover) at \$2.40 per page per thousand—

And the intense reader interest and loyal support from its more than three-quarters of a million reader-owners that cannot be estimated in dollars and cents—

But which best expresses itself in proved results to the advertiser.

The AMERICAN LEGION *Weekly*

Official Publication of  The American Legion

Owned and Published Exclusively by The American Legion

627 WEST 43RD STREET

NEW YORK CITY

C. R. BAINES, Business Manager

H. D. CUSHING, Advertising Manager

The man who calls me up on the phone and admits he believes I do not want anything is apt to find that I don't.

Likewise, the salesman who never tried to give the prospect the vision of the place his merchandise has in the prospect's business is reasonably sure to find that his story falls on deaf ears.

Not all goods admit of the "specialty" brand of selling. It is hard to convince a merchant, for instance, that the future of his business depends on X-Y-Z safety pins or P. D. Q. shoe laces, but many a line is peddled round or banged about with brute force without unusual result, when a little finesse would mean lots in future good-will.

And even at that, if you cannot play up your merchandise to the buyer you can often get him on the rear flank.

The 100 per cent salesman is alert to this kind of selling. The sales manager, however, must deal with lots of men who are not one hundred percenters, and his big job is educating them to the importance and the trick of going around as well as across the table.

A MIND PICTURE OF THE CUSTOMER

Task Number Two is the logical sequence of the angle that at its best the salesman's visit is only a high spot in the season's work. The balance of the time the customer's impression depends upon the human touch enclosed in the envelope that bears the firm's imprint.

This is not a treatise on letter writing. I merely want to suggest to the sales manager that the present is above all a time for making sure that the outgoing mail carries the human appeal that is or ought to be typical of road selling.

I know of a business running into the millions yearly in which practically every letter sent out is written by a man actually acquainted with the person to whom it is addressed. Hardly a letter comes in directed solely to the

company—nearly everyone bears the notation, "Attention of Mr. Blank." And in both the incoming and outgoing mail the stereotyped "Dear Sir" is absent. Frequently salutations begin "Dear Bill" or "Dear John." Because of this friendly relationship the selling of this house is on a very pleasing basis.

It is only fair to say that this particular intimacy between seller and buyer is possible only because comparatively few people are involved, but many houses could with profit take this exception as a model and try to build their customer contact accordingly.

Alert office correspondence and efficient customer visualization are inextricably interwoven. It is next to impossible to have one without the other. The most efficient letter writing squad in the world can be hopelessly handicapped by not putting them in the way of understanding the customer's viewpoint.

I have often thought that if I were directing the correspondence of a large organization, on the inside of each customer's correspondence folder I would place if possible, his picture, a picture of his place of business and a digest of his hobbies and his habits as secured from the salesmen.

The secret here is not only to begin initially with correspondents that have a basis of understanding regarding the purpose of language and the effect of the written word upon the reader, but to follow this up by giving correspondents sufficient contact with the business to understand the other fellow's vernacular.

Money spent in sending able correspondents over the circuit to get acquainted is money judiciously invested. If they are adaptable thereafter the stiffness disappears from their letters and they talk in the customer's language, a way that carries irresistible appeal.

As was said in the beginning, the idea of personalizing selling relations is not new. It merely becomes more imperative as we emerge from a period of slothful,

selling into what promises to be a highly competitive era.

Nor is it easy to lay down detailed rules. Every business has its own angles and every house in the business its own problems. The organization, however, that recognizes its needs will not be long in working out its programme and these three fundamentals of Sales Education, Correspondent Training and Customer Visualization will prove a sound basis on which to build.

Faith in Business to Be Ad- vertised

"HAVE Faith in Business" is now being said in a number of ways to business men by The Associated Advertising Clubs of the World. This association has undertaken this campaign in answer to a demand for leadership that would influence business men to think and act with some degree of confidence in themselves and in business.

Newspaper publishers, business-paper publishers, manufacturers and advertising agencies have asked the association to put its force behind a campaign of this kind. Much time had been given to the plan and to the question of deciding the proper time for its release. It is built upon three pieces of copy, written by H. J. Kenner, of The Vigilance Committee of the Associated Clubs, who has sought the advice of "the best thought obtainable in the fields of publishing and business."

Along with these three pieces of copy there are letters to chambers of commerce, advertising clubs, sustaining members of the Associated Clubs and to publishers of business papers and newspapers.

Much is expected from salesmen whose companies are sustaining members of the Associated Clubs. The association is anxious to have the salesmen spread the news of the campaign and stands ready to supply them with reprints of three advertisements.

"Good times just ahead," "Forward now, together!" "Business is on the upturn," are the subjects of the three advertisements, which all have as their background "Have Faith in Business."

If this idea of the campaign reaches the business man with force sufficient to make him act, then it will also have a salutary effect upon the general public, the association believes. It will convince the general public, the association feels, that "buying is the backbone of prosperity, and that an active market means more employment, steadier earnings; benefits passed around."

Former Du Pont Sales Executives Form Paint Company

D. E. Breinig, recently sales manager of the paint and varnish division of E. I. Du Pont de Nemours & Co., Inc., at New York, and Granville M. Breinig, who was manager of trade sales of that division of the same company, have, with several others, established a new paint and varnish company at Brooklyn. The new company has been incorporated as Breinig Brothers.

The officers are: President, Charles M. Dupuy; vice-president and general manager, David E. Breinig; vice-president and sales manager, Granville M. Breinig; vice-president and treasurer, James C. Ewing; vice-president and secretary, L. A. Bennet.

Woolworth January Sales Decrease Slightly

The sales of the F. W. Woolworth Co. in January were \$8,336,208 as contrasted with \$8,476,378 for the same month a year ago, a decrease of \$140,170, or 2.80 per cent. Officials point out that business is good, despite the small decrease last month. This decline was occasioned by there having been but twenty-five business days, including four Saturdays last month, while in January of 1920 there were twenty-six business days, including five Saturdays. This made a difference of about \$300,000 in sales in January, contrasted with a year ago, which represents the volume of business handled on a Saturday.

New England Ad Clubs to Meet at New Haven

The executive committee of the New England Association of Advertising Clubs has voted that the 1921 Convention will be held in New Haven, Conn. The date of the convention will be decided later.

A Bath a Day Keeps You Fit Every Way

THIS slogan, submitted by Miss Ruth Goldstein of New York City, was awarded the prize as the best slogan submitted in DOMESTIC ENGINEERING'S "Bath a Day" slogan contest announced in the January 6th issue of Printers' Ink. Out of 1300 submitted, this slogan was selected as best expressing the value of a daily bath.

The judges were as follows:

G. N. Wallace, Hoyt's Service, Inc., New York City.

Jos. T. Sullivan, Adv. Mgr., Thomas Mad-dock's Sons Co., Trenton, N. J.

Chas. B. Nash, Adv. Mgr., Standard Sanitary Mfg. Co., Pittsburgh, Pa.

J. W. Kramb, Adv. Mgr., Humphrey Co., Kalamazoo, Mich.

A. V. Gemmill, Adv. Mgr., Spiekman Co., Wilmington, Del.

M. W. Lansing, Adv. Mgr., Trenton Potteries Co., Trenton, N. J.

Robert L. Shepherd, Adv. Mgr., Bastian-Morley Co., Laporte, Ind.

The benefits of the daily bath are recognized by eminent medical authorities and boards of health throughout the country.

When this fact is brought forcibly to the attention of the public, not only will the people be benefited physically and morally, but every manufacturer of bathroom equipment and bathroom supplies will profit by an increased demand for his product.

This movement is worthy of the support of every manufacturer of products used in the bathroom, both from humanitarian and commercial standpoints.

For complete information write

DOMESTIC ENGINEERING

The Plumbing and Heating Weekly

407 South Dearborn St. CHICAGO

Member Audit Bureau of Circulations and Associated Business Papers, Inc



The World at Your Finger Tips

TODAY, more than ever, the sales and advertising manager must have the facts. You cannot afford to guess. Method is always safer than memory.

We know of no way of charting a business that will give you the facts as quickly, as surely, and in such graphic form as a RAND McNALLY Map System.

Thousands of business men are using such a map system for checking salesmen's calls, for making sure that shipments are safe, for weeding out dead towns, for keeping in touch with dealers, for analyzing buying tendencies, for cutting traveling expenses, for uncovering new business, for routing shipments economically, for giving customers prompt attention, and as an advance danger signal on slumping sales.

Not every business has the same needs but there is a RAND McNALLY Map System for every business.

We shall be glad to talk Map Systems to you. We believe you will find our years of experience to be very helpful.

RAND McNALLY & COMPANY
Map Headquarters

536 S. CLARK STREET, CHICAGO 42 E. 22ND ST., NEW YORK

WRITE FOR MAP SYSTEM BOOKLET

Is There Such a Thing as an "Optimum" Sales Point?

Many Companies Have Found That There Isn't

THE NATIONAL STOCKMAN AND FARMER
PITTSBURGH, PA.

Editor of PRINTERS' INK:

I have been attempting to secure some definite data on the question of the rapidity with which sales increase after a given point in promotional work has been reached.

Suppose we take a concrete example. Through careful investigation it is possible for us to determine, for instance, that out of a total of 175,000 farmers, we will say, 14,000 own trucks. Can we say that a sufficient number of trucks have been sold among this given 175,000 farmers to put across the idea of using trucks?

Other things being equal, will it be easier to sell trucks to those farmers after 50 per cent have bought, or will sales come easier when only 10 per cent have bought? As the number of sales increase, we have, of course, a diminishing number of prospects, but at the same time we have an increasing psychological effect as a result of what the neighbors are doing.

There is no doubt that the optimum sales point is reached at different percentage marks in different commodities, but there certainly is such a point for each class of goods. Can you help me out on this?

GLENN H. CAMPBELL,
Advertising Department.

WE showed Mr. Campbell's communication to an agency executive who has given much study to the question brought up. In commenting on the matter he said:

"Mr. Campbell evidently isn't afraid of starting something. In general it seems to me that with the proper promotion work the market keeps on looking bigger all the while. You really never get to a point where you feel that you put across the idea of using that product.

"I am not sure that I ought to quote names, so I am going to leave them out.

"I know of a ten-cent cigar which sold seven years ago to the extent of thirty millions. The manufacturers said: 'If we can ever get fifty millions on it we will be satisfied. That's the limit.' The same cigar sells to-day for fifteen cents and to the extent of

over one hundred millions. We have cut out the limits now, and I am not ready to say that it should not sell to the tune of five hundred millions.

"An automobile accessory on which I worked finds that the single dealer in a city hardly ever does well. The minute they get two or three of them selling the same product, all do a fine business.

"Mr. Campbell speaks of the motor truck business. I was in that business as advertising manager some years ago when we were really pioneers. I would say that it is far easier to sell motor trucks after 50 per cent have bought than when only 10 per cent have bought. In the case of a fairly high-priced article I would expect most prospective customers to wait until the tryout period is over, but after the pioneering period is over and a fair percentage of the possible buying public has come across, sales will then come through with a rush. I think this opinion is confirmed to some extent by the experience of the manufacturers of tractors, player-pianos, phonographs and vacuum cleaners.

"Mr. Campbell speaks of 'An increasing psychological effect as a result of what the neighbors are doing.' I think he sums it all up pretty much in that phrase. You have to get a fairly good percentage of sales before you can count on this effect. And when you do get to that point, it seems as though the neighbors would buy almost regardless of whether they need or can afford the article advertised.

"I really don't think that you could calculate on an 'optimum' sales point in different commodities, because it would vary with the intrinsic worth of the commodities in that field and the conditions in different territories. Even if you could compile one

that would be good to-day, I think it would be out of date and useless inside of six months."

This agency man answers Mr. Campbell's query so well that there is really nothing to add, except to reiterate that in most cases it would be impossible to determine accurately the optimum sales point of any particular product. It is better to forget the optimum factor altogether than to let its influence limit the sales policy.—[Ed. PRINTERS' INK.]

The Retailer Needs Truth in His Advertising

ADVERTISING men have been preaching truth, year after year, but like the farmer and the toothbrush, thousands of merchants have never heard of it. We have had a saturnalia of falsehoods, recently, in retail advertising, and it has not been confined to the little chaps. The business manager of a great daily paper in this city told the head of a large store, one day last week, in my presence, that if he didn't revise the prices quoted in his advertising the paper would not accept it. I can show you store after store to-day, on Broadway and Fifth Avenue, in which the price-tags would convict the sales managers before any competent jury in the land. The worst feature of this is, in my opinion, the brazen insult to public intelligence, public credulity. It wasn't so much the high prices that created the so-called buyers' strike as it was public resentment against merchants who appeared to believe the people couldn't recognize burlap when it was shown them.

The extent to which some merchants have gone with window models is astounding. If you wish to test this just try to buy the suit or overcoat in the window. Ask for its counterpart. It isn't in stock. It never was. Ask a merchant to show you his bills to justify the price tags. The average, common-sense citizen views with suspicion a suit marked down

from \$80 to \$40. He believes the advertisement convicts the merchant either of deliberate falsehood or of having been a conscienceless bandit. We know many merchants have had to accept heavy losses, but the only way to convince the public of it is by frank, truthful advertising. The lie, most frequently, is in the quality of the goods. The suit never was worth \$80 or \$100. We can buy to-day for \$2.75 the gloves for which we paid \$6 or \$7 only a month or six weeks ago. As long as I abstain from wood alcohol you never can make me believe the merchants are accepting that loss. The high price never was justified. Ask your women folk about the frowsy, dirty gowns offered in some stores to-day at alleged reductions of 50 per cent. Why do not these merchants come out frankly and say these garments are soiled, that they have been tried on so many unsanitary customers that they are no longer fresh and sweet?—Charles Dillon, addressing New York Advertising Club, February 9.

"Full Hills of Potatoes"

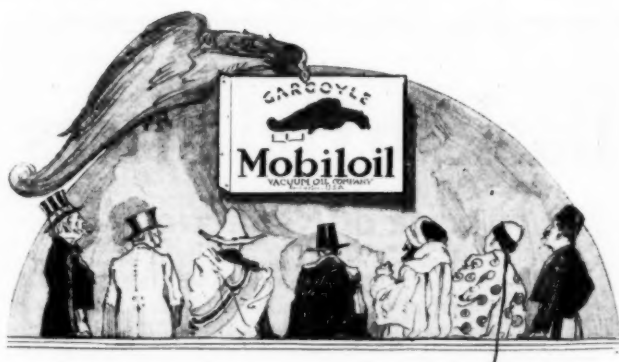
Under this head, a co-operative organization, California Seed' Potato Growers, which has opened an office in Los Angeles, Cal., published a recent advertisement, part of a campaign to promote the sale of California certified seed potatoes. The message was printed against a sketched large potato sack, tied to which was a State certificate of inspection.

"The man who plants merely 'potatoes,'" said this advertisement, "is gambling in futures with heavy odds against him."

"Certified seed potatoes take the gamble out of planting. Certified Seed Potatoes will increase your yield. The State inspector's certificate on every sack assures you that the potato plants were vigorous, healthy, free from disease and true to type and variety."

National Advertising Kept Mill Running

W. H. & A. E. Margerison & Company, of Philadelphia, weavers of Turkish towels, credit national advertising with being an effective corrective for conditions brought on by general business depression. Due to national publicity and the aggressive efforts of a nation-wide sales organization the company's mill has been running well since January 1, and is steadily adding to its force.



TELLING THE WORLD

Once upon a time there was a far-sighted Red Gargoyle who wanted to tell the whole world about his product.

He considered painted signs and lithographed signs but he'd been around the world a bit and knew of the blistering sun of the tropics and the rusting damp of northern latitudes. He was a wise old Gargoyle and so—

For many years "Ing-Rich" Signs of beautiful, enduring porcelain (fused into steel) have boosted the sales of Mobiloil the world over.

Moral: When the world listens for long it's a good sign.

Speaking of good signs, may we discuss yours? There's no obligation.

INGRAM-RICHARDSON MFG. CO.

College Hill

Beaver Falls, Pa.

Sole Manufacturers of

ING-RICH

PORCELAIN ENAMELED IRON

SIGNS

*Fadeless Publicity in
Everlasting Porcelain*

Back to Old Prices

Notice of Reduction

The Reilly Electrotpe Co., Inc., announces that it has put into effect the old scale of prices.

This represents a material reduction from the present standard scale, which became operative generally December last and which is approximately 25% higher than the old scale.

In addition to this reduction, the Reilly Electrotpe Co., Inc., will give a 10% discount off the old scale.

A reduction in the price of stereotypes is also announced.

Special prices on newspaper quantity electrotypes, lead moulds, book work, catalog, pamphlet and periodical plates on request.

These lower prices are given in the face of a 25% union wage increase and a generally higher overhead, which a decrease in the cost of materials has offset in part only. The reduction is inspired by the desire of this Company to join with those business interests, which in their efforts to bring about needed price readjustments, are looking to future stability by absorbing the immediate effect of such readjustments.

Reduction in price does not mean change in quality. This Company will continue to manufacture only one grade of electrotpe—the best that modern machinery, efficient organization and intelligent workmanship can produce, but at a lower price.

Reilly Electrotpe Co., Inc.

Main Office
209 West 38th St.

New York City

Downtown Plant
4th and Lafayette Sts.

TELEPHONE, FITZROY 840

"Securities Law" Will Bring Changes in Financial Advertising

CHARLES H. BETTS, publisher of the *Lyons, N. Y., Republican*, and member of the New York State Assembly, has introduced in the Legislature a "Securities Law," which will, if passed, bring changes in the advertising of securities. Among other things this bill proposes:

That future issues of corporate securities, domestic or foreign, shall not be offered for public acquisition in New York State in any manner unless there shall have been filed in the office of the Secretary of State of New York a verified statement, containing detailed information of the company, which shall include:

The name of corporation, laws under which organized, principal place of business and general nature of that business and names and addresses of officers shall be given.

A detailed balance sheet of recent date and profit and loss and income statement, together with description, location, nature and value of property, and how value was arrived at must be filed.

This statement must also disclose debt of corporation, both funded and floating, giving date, maturity and character and security given, if any.

The authorized capital stock must be given and amount issued, with number and classes of shares, and description of voting rights, preferences, rights to dividends profits or capital of each class. Purpose for which securities are issued must be stated, and if for a money consideration, what use is to be made of it must be given in detail.

Contracts with promoters and underwriters, if in excess of 10 per cent of net are to be set forth. All property purchased or to be purchased by securities or the proceeds thereof, is to be given.

Further information peculiar to the class of corporation is to be given.

Mining companies must give geological description of country where mines or wells are located, character of ores, methods of treatment, history of workings, results obtained, production, ore reserves, probable life of mine, provisions for smelting, and a great deal of other detailed information regarding operations.

Prospectuses and advertisements must aver that such statement has been filed, and shall also contain an offer to send a summary of such statement to anyone desiring it. A false statement shall be punishable as perjury.

The bill is now before the Judiciary Committee of the New York State Assembly.

Pennsylvania Newspaper Publishers Meet

Newspaper publishers from all parts of Pennsylvania met at Harrisburg, February 9 to 12, to attend the convention of the State Editorial Association, the Pennsylvania Associated Dailies, and the Pennsylvania Associated Weeklies. Newsprint, labor, taxes, and advertising were discussed.

A joint meeting of all three associations was held on February 10, at which M. Hoke Gottschalk, chief of the bureau of Statistics of the Department of Internal Affairs, and R. H. Wildman, of the *Baltimore Sun*, spoke on publishing problems. Courtland Smith, of the American Press Association, spoke on advertising matters before the Pennsylvania Weekly Newspaper Association. A portion of the address of T. R. Smith appears elsewhere in this issue.

The Associated Dailies elected Charles R. Long, of Chester, president; George J. Campbell, of Pittsburgh, first vice-president; John L. Stewart, of Washington, Pa., second vice-president; Wilmer Crow, of Harrisburg, secretary; and W. L. Binder, of Pottstown, treasurer.

Newspapermen Honor Frank Presbrey

A silver loving-cup has been presented to Frank Presbrey, head of the Presbrey agency, by members of the Six Point League, newspaper advertising representatives, of New York. The presentation was made to commemorate the twenty-fifth anniversary of the establishment of the agency.

On February 10, in appreciation of this honor, Mr. Presbrey gave a luncheon at the Union League Club for a number of newspaper representatives. The guests were: Franklin P. Alcorn, J. Frank Duffy, J. T. Beckwith, C. T. Logan, C. I. Putnam, Fred P. Motz, Mortimer D. Bryant, B. M. Schwartz, Rodney E. Boone, E. S. Cone, George B. David, Charles P. Eddy, W. C. Bates, A. W. Howland, C. C. Kahlert, I. A. Klein, G. P. Knill, A. W. Creel, G. R. Katz, W. J. Morton, Charles E. Miller, Ralph R. Mulligan, C. W. Brocker, John E. O'Mara, George D. Smith, Wallace G. Brooke, Hugh Burke, D. M. Shirk, J. Finley, P. J. Seraphine, F. St. John Richards, S. C. Theis, William D. Ward, W. H. Lawrence and M. O. Watson.

G. B. Hiller's New Position

G. B. Hiller, formerly in charge of advertising and sales for the Nelson Motor Truck Co., of Saginaw, Mich., has become sales manager for the Triangle Motor Co., of St. Johns, Mich.

Leaves Pacific Ports

J. Frederick Thorne has resigned as business manager of *Pacific Ports* and has joined Associated Industries, Seattle, Wash.



Show Pictures of Your Goods

In Direct-By-Mail Advertising

People, as a rule, are cautious about buying things they do not see. It is human nature to want to see before buying.

It may not always be possible to show your product in direct-by-mail advertising, but you *can* by lithography, print an accurate *natural* picture of it.

Karle artists have that esthetic temperament which gets the feeling and atmosphere of the picture; as well, they have that advertising instinct which knows commercial values.

Our nearest branch manager or representative will gladly call and explain how, by the Karle process, you can show pictures of your goods—whether for booklets, folders, cartons, display cards, wrappers, box tops, etc.

KARLE LITHOGRAPHIC CO.

Offices and Plant
ROCHESTER, N. Y.

NEW YORK BOSTON
512 Fifth Ave. 7 Water St.

CHICAGO ST. LOUIS
130 N. Wells St. Ry. Exchange Bldg.

PHILADELPHIA
Fidelity Mutual Bldg.

BALTIMORE
Equitable Building



Baby Chick Producers Use Community Appeal

The hatcherymen of the Santa Cruz, Cal., district are using community reputation as the backbone of a farm-paper and poultry-paper campaign. In illustrated advertisements, three columns by ten inches, appended to which are the names of twenty-two producers, the hatcherymen set out to sell the idea that Santa Cruz stands exceptionally high as a poultry district; that producers take great pride in maintaining this reputation; that co-operative effort has been very effective, and that the local standard is a flock average of 200 eggs a year.

This marks a new sort of advertising campaign among poultrymen, with marked advantages. As individuals, these men could afford to use only small space. Co-operating, the group uses large, compelling space. Besides, they introduce the impression of responsibility and reliability—always of great importance in the baby chick and hatching egg business, which is largely mail-order.

Why Editors Work Hard

QUEENSBURY FARMS

TOMS RIVER, N. J., Jan. 28, 1921.

Editor of PRINTERS' INK:

The advertisement for the *Monthly*, on pages 110-111 of the January 27 issue, of the "Weekly," gave me the peculiar sensation that a man has when he realizes the improbability of certain truths. Breathes there the man who reads the "Weekly" and has not learned of the *Monthly*? Have you thought of sending these poor fish (I cannot improve upon the vernacular, so please pardon me) a card of condolence with stamped return card attached to bring them into the light?

I've been with you ever since college days and never missed a copy of the husky "baby" since you sent me the first one free. I am not so selfish as to wish to be with you until you publish the last, for you will go on forever. But I will be with you as long as I live, even though I have to have P. I. read to me.

EDWYN E. LEVY.

Paper Saving, a St. Louis Indoor Sport

Waste paper conservation has become a sort of indoor sport in most of the schools of St. Louis, Mo. This movement had its inception in April, 1916, and now over 100,000 pupils in 135 schools are participating in the work, according to the *New York Times*.

For the school year, which ended June, 1920, 858 tons of paper were collected. Of this amount, 764 tons consisted of newspapers and 94 tons consisted of magazines. The sale of waste paper during the school year of 1919-20 netted a profit of \$17,308, the expense of the operation being \$3,367.

The Janesville Plan

Building
Material
Retailers

Twelve Full Pages of Advertising

This amount of space will be published during the next few weeks in the Janesville, Wisconsin, Gazette by a coalition of Labor, Building Materials Concerns, Contractors and Furniture and Home Furnishings stores to stimulate Home Building at this time.

Photograph
Retailers
& Mfg.

Building
Material
Mfg.

The Gazette Is the Only Publicity Medium to Be Used

These various concerns who are on the ground in this city know that The Gazette is the only medium which completely covers this field.

Furniture
Retailers

Contractors

Manufacturers of building materials can afford to consider the use of space in The Gazette to connect up with the campaign being used by local interests. There is no question but what the Home Building idea will be greatly stimulated here at this time when manufacturers are looking for an outlet for their products and when Janesville is short of homes to house her people.

Furniture
Mfg.

Further data and details regarding this campaign and the Janesville market furnished upon request.

Labor

THE JANESVILLE GAZETTE

Member of Wisconsin Daily League

M. C. WATSON

Eastern Representative

286 Fifth Ave., New York

A. W. ALLEN

Western Representative

1336 Peoples Gas Bldg., Chicago

House
Furnishings

Build Now Campaign



The Shortest Route

The third of a series of advertisements
by JAMES WALLEN

Columbus found America in an endeavor to sail "East by West." The "immortal Genoese" acted on the right principle.

Explorations, discoveries and inventions are born of man's desire to find the shortest route.

If you want to follow the shortest way to the inner offices of the big shippers and carriers thru advertising, use *Traffic World*.

The editors of *Traffic World*, plowing thru current reports and decisions on the transportation of commodities, turn over every essential fact.

Because *Traffic World* presents workaday information in pleasing, compact form it is cherished by its readers, for both its text and advertising pages.

Traffic World

Published by

TRAFFIC SERVICE CORPORATION

Member A. B. C.—Issued Weekly

Washington Office
Colorado Bldg.

418 South Market St.
Chicago, Ill.

The Human Equation in Business

How to Cultivate a Healthy Esprit de Corps among Employees

By Glenn G. Munn

Chase National Bank, New York

[EDITORIAL NOTE: The following is a portion of an article which won the first prize in the banking article contest recently conducted by *The Bankers Magazine*. While Mr. Munn talks of bank employees only, the survey he has made as to rewards, recognition incentives, working conditions, methods of figuring pensions, etc., can be utilized by executives in many other lines of business. Unlike a factory, a bank produces services, not goods. The suggestions contained therefore apply particularly well where office forces in factories, publishers' plants and advertising agencies are considered.]

WE have found ourselves suddenly thrown into a new era of industrial relationships. Banking is changing from a small unit to a large unit. Along with its advantages, this movement is accompanied by many disadvantages—especially for the employees. With the growth of the size of a bank specialization increases. Stultifying or monotonous routine replaces expressiveness and inventiveness in work. The bank clerk is divorced from interest in the whole procedure. He is screwed down to a narrow operating detail. Ninety per cent of the work is routine and detail. The residue of creative work is left for the executives and specialists.

Impersonal relations are substituted for personal ones. The higher executives seldom get in real contact with the rank and file. There is usually no definite line of promotion or no well defined method by which the management can discover merit among the junior clerks. The gaining of recognition and advancement to higher positions seems to be prevented by this lack of contact. Positions at the apex, moreover, are diminishing by reason of the reduction in the number of banking units, or by being filled by persons who can bring profit-making connections to the bank.

Loyalty is good business. It reduces turnover and increases efficiency. It is also good politics.

Universally applied, it would foster a spirit of national contentedness and undermine the principal causes of unrest.

What bank employees really want in order to make them effective co-operators and friendly to their management are two sets of conditions. Each of these is complex and needs to be resolved into its elements:

1. Protection against economic insecurity.

This can be satisfied by proper financial rewards, forms of insurance, etc.

2. To be made happy in their work.

This is difficult but can be satisfied by proper human adjustments. This demand is a complex of many factors, and as is shown later, requires careful investigation.

Unlike production in factories, a bank produces services, not goods. These services are produced not by machines, but by human personalities. To function well these personalities must have the proper attitude toward and confidence in their employers. The speed and accuracy of their work do not depend upon the pace set by a machine as in a factory, but upon their conscious willingness by which their energies may be expended freely or stintingly, according to the incentives to achievement with which they are surrounded.

A study of incentives, therefore, is essential before a programme attempting to perfect relations between employers and employees can be set up. Incentives or motives to endeavor are numerous and complicated. Most actions arise out of selfish motives—in order to attain some reward, ambition, or to satisfy some selfish end.

The best way to ascertain whether a bank is providing an

environment of incentives to secure the end sought—a loyal body possessing co-operative tactics—is to make an exhaustive list of possible incentives. A concern can then check what it offers against this complete list of incentives.

Broadly speaking, incentives may be classified in three main groups:

- A. Of a psychological nature.
 - 1. Remuneration.
 - 2. Punishment.
- B. As to material conditions.
 - 1. Monetary.
 - 2. Non-monetary.
- C. As to directness of appeal.
 - 1. Immediate incentives.
 - 2. Prospective incentives.
 - 3. Remote incentives.

INCENTIVES OF A PSYCHOLOGICAL NATURE

These incentives may be subdivided as follows:

- 1. Reward incentives. These are of both monetary and psychological nature. They may be divided as follows:
 - 1. Salary.
 - 2. Working Conditions.
 - 3. Education and Training.
 - 4. Prestige.
 - 5. Encouragement (or Recognition).
 - 6. Social Relations.
 - 7. Democratization of Relations.
 - 8. Mutual Confidence.
- 2. Punishment.
 - 1. Loss of Position.
 - 2. Loss of Promotion or Reward.
 - 3. Demotion—Assignment to less responsible or less desirable position.
 - 4. Loss of employers' confidence.
 - 5. Fear of opinion of others.

INCENTIVES AS TO MATERIAL CONDITIONS

The classification of incentives according to material conditions is based upon whether the reward given is a money payment or not. Special bonuses, profit-sharing participations, etc., represent extra money payments. Such incentives as possibility of promotion, recreational facilities and participation in social activities are of course non-monetary.

INCENTIVES AS TO DIRECTNESS OF APPEAL

The classification of incentives as to directness of appeal refers to the immediateness of the in-

centive; that is, whether the reward is immediate, prospective or remote.

IMMEDIATE INCENTIVES

- A. Monetary.
 - 1. Adequate salary.
 - 2. Knowledge that an increase in profits will be shared between the owners and workers by some kind of profit-sharing.
 - a. Bonus.
 - b. Stock ownership.
 - c. Profit-sharing.
 - 3. Compensation for suggested improvements which are accepted and put into operation.
 - 4. Compensation for overtime work on a sliding scale basis.
- B. Working Conditions.
 - 1. Hours.
 - 2. Ventilation, etc.
 - 3. Recreation (such as club rooms, reading rooms, etc.).
 - 4. Room to work.
 - 5. Furnishing noon meal (when conditions warrant it).
- C. Education and Training.
 - 1. Real opportunity to learn the business.
 - 2. That the employee is adapted to his job.
 - 3. Knowledge of the structure, methods and processes in business.
- D. Prestige.
 - 1. Prestige of the institution among institutions of the same character.
 - 2. Existence of an employees' publication.
- E. Encouragement or Recognition.
 - 1. Appreciative employer.
 - 2. Knowledge that those in authority have a means of keeping in touch with each employee's work, by systematically kept personal record cards.
 - 3. Recognition by internal publicity given for personal or departmental achievements.
- F. Social Relations.
 - 1. Agreeableness of associates.
 - 2. Feeling that those in authority have a personal interest in the employees' welfare by personal contact.
 - 3. Establishment of an employees' club.
- G. Democratization of Relations.
 - 1. Feeling that the employer is square with his employees.
 - 2. Knowledge that a grievance may be voiced at any time to the Personnel Officer in authority.
 - 3. Clerks' Committees—to represent clerks in meetings with managers.
- H. Confidence Incentives.
 - 1. That the management is sound, able and worthy of confidence.
 - 2. That the management is alive to the problems of organization and personnel.
 - 3. That the bank is making profits.

ADVERTISING

WANTED—Better Selling

A MOST reliable source for a constructive sales policy is a good advertising agency.

Such an organization, whose daily contact is with a wide variety of selling problems, develops facts worth the consideration of any manufacturer.

AUTHORITATIVE guidance in sales policies is as much this agency's business as the preparation of advertising.

We are constantly urging with our clients better merchandising and selling relationships rather than an advertising relationship alone.

We have been furnishing such sales counsel to many of our clients for the entire period

of our association. Our organization has been growing over twenty-eight years.

In the present buyers' market the manufacturer should be alert for new stimulants or improvements to present sales policies.

We shall be glad to communicate with any desiring the benefit of our experience.

THE MOSS-CHASE CO., Niagara Life Bldg., Buffalo, New York

MOSS-CHASE



Do You Know?

"Cost of Doing Business"

"Cost of Product"

"Profit"

On Every Dollar of Business You Do.

If you do not, you are losing money and do not know it. A simple, easy, correct and right way to know. Explains and makes plain every point and detail from any and every angle and if you do not know and apply exactly the three fractional parts and understand the true relationship they bear to the whole unit of right business, you do not know the right system of doing business and do not know

What Percent Is Profit?

What Percent Is Cost of Doing Business?

What Percent Is Cost of Goods?

For the largest or smallest retailer, wholesaler or manufacturer. Pamphlet sold only postpaid on receipt of 50 cents, and if for any reason you are not perfectly satisfied, return and your money shall be refunded without any question whatever. R. J. H. Smith, Dept. 4, 310 Walnut Street, Cincinnati, Ohio.

The United States Trade Commission, Washington, says: "There are over 300,000 manufacturers in the U. S., and only 1 in every 10 of them knows how to figure cost of doing business—overhead, separate from the cost of what they manufacture." Just think of it! Only 30,000 know how much the cost of *overhead* is and what per cent *profit* they make on what they manufacture, and the other 270,000 don't know.

There are over 2,000,000 different business concerns in the U. S.—retailers, wholesalers and jobbers—buying and selling merchandise; and not 2 in every 75 of them know how much per cent cost of doing business is, on every dollar of business they do, with a sure per cent of profit on every dollar of business they do.

PROSPECTIVE INCENTIVES

A. Monetary Incentives.

1. That there is a possibility of an increase in salary.
2. Protection against economic insecurity occasioned by
 - a. Death.
 - b. Accident and sickness.
 - c. Old age.
 - d. Loss of health.
 - e. Unusually high prices.
 - f. Arbitrary discharge.
3. Recognition of loyalty by a graduated length of service bonus.

B. Prestige Incentive.

1. Possibility of promotion when earned and when opportunity presents itself, that is, certain knowledge that meritorious work is recognized by promotion. In other words that there are definite lines of promotion, or upgrading, through which a capable clerk progresses to an executive position without favoritism or nepotism.

C. Encouragement Incentive.

1. That the personal record card showing ratings and special achievements will be called to the attention of an officer.

REMOTE INCENTIVES

A. Prestige Incentive.

1. That there are positions at the top worth working for.

B. Democratization of Relations.

1. Understanding that persons from the ranks will be selected for those positions if they can qualify.

Some of these suggestions will need amplification. Accordingly they will be considered under the two original main heads:

1. Protection against economic insecurity—secured by monetary incentives.

2. Making employees happy in their work—secured by psychological incentives.

PROTECTION AGAINST ECONOMIC INSECURITY

Salaries and Profit Sharing.—The monetary incentive providing the greatest stimulus to action; also the chief means of economic security, is an adequate salary. Nothing can take its place. While salaries should conform in the main to the general level, within limits, they can be adjusted to meet conditions within any one bank.

Profit sharing in some form or other gives promise of elevating morale and increasing efficiency, especially in the smaller banks. In any real profit-sharing scheme the

What Is an Intimate Appeal?

"BLINK" HENDERSON

'07) made president of his firm. Jackson ('13) has gone to Africa for the Smithsonian. "Bob" Lawrence ('11) is blazing pathways for commerce in China. George Richards ('02) just made vice president of a railroad. Peters died on Saturday. Jones is married. The college is planning an acre of new buildings.

Such news stirs the memory. It surrounds every page of an alumni magazine (advertising and all) with a fine feeling of friendly regard and unreluctant confidence. **It is intimate.**

Such magazines are a community where anything good, will sell on its merits; a market place wherein every advertiser may be profitably represented to college graduates.

*Sell to a
National
Market of
140,000
Trained Men!*

The thirty-eight alumni publications have a combined circulation of 140,000 college trained men. You can buy this circulation by units of a thousand. Request a rate card for your file, or ask to see a representative.

ALUMNI MAGAZINES ASSOCIATED

Madison Square 5064
23 E. 26th St. New York
ROY BARNHILL, Inc.

Sole Representation

New York
23 East 26th St.

Chicago, Ill.
Transportation Bldg.



Bryn Strandenæs

In depicting the weird and fanciful moods of light, Bryn Strandenæs is an artist of super skill. Many of his works picturizing the infinite gradations of light and darkness are notable examples of pictorial art.

Only through this organization of more than a score of nationally known artists, can the productions of Bryn Strandenæs be obtained.

LOUIS C. PEDLAR

INCORPORATED
COUNSELORS IN ART
246 Fifth Avenue - N.Y.C.



basis for distributing profits must be pre-arranged. It is not a distribution after profits have been determined. Profit sharing among the larger institutions is not likely to yield the results expected of it—increased loyalty and productivity. It is hard for one clerk working among a large number to believe that his participation in profits will be increased by his own individual efficiency. There are too many others in the organization who, likewise not being impressed with the possibility of increasing their participation by increasing their efforts, believe that only officers and managers are in position to reduce costs and make the business profitable. Opportunity to buy stock at prices somewhat below market quotations is a splendid substitute for ordinary profit sharing.

Compensation for Suggestions.

—No bank should fail to embrace the opportunity to compensate clerks for any suggestion for improvement in methods which are accepted and actually put into operation. One way of offsetting the charge that bank routine furnished no opportunity for operative effort is to encourage clerks to think about methods and processes. Clerks who are constantly dealing with operating problems have a decided advantage in discovering schemes for short-cut methods over those farther removed from the actual operations. The difficulty is that clerks feel that suggestions for improvement are not likely to be received with favor, or, if favorably received, that no recognition, financial or otherwise, is given for them. Here is a real opportunity. The genius of management is to discover merit. Let it not be circulated that a bank does not reward original ideas. To insure the conservation of an original suggestion a systematic plan of reward should be formulated. A liberal blanket compensation may be paid for each suggestion, or else compensation may be made in accordance with the value of the suggestion as determined by an impartial committee for that purpose.



Putting the Hand of Art to the Handle of the Wheelbarrow As Applied to Advertising

WHEN you hear mentioned the name of Leonardo da Vinci, at once there comes to mind that masterpiece of the painter's art, "The Last Supper."

When you see a wheelbarrow, however, you do not associate Leonardo with it.

Still, this master of design and brush, was so much a master of the practical that he designed and made the first wheelbarrow.

Between the quickening and embellishing power of art, and the practical side of trundling along the selling load, there can be an everyday common sense link-up.

We do not make any claim to being the modern Leonardo of advertising.

But we have had some rather practical experience with advertising's wheelbarrow.

If your sales load needs some good, honest work-a-day, getting-back-to-earth treatment, then our interests are mutual.

If your problem is one of reaching the architect and pertaining particularly to the building field, our 16 years of specializing in such, carries its own conviction.

TUTHILL ADVERTISING AGENCY

L. W. C. Tuthill, President

1133 BROADWAY
NEW YORK

DENVER POST AD SELLS 18,000 SHIRTS WITHIN 330 MINUTES

Joslin's Store Overrun Thursday With Men Who Seek Bargains and Demonstrate the Ad Power of The Post

One full-page advertisement in Wednesday's Denver Post sold 18,000 men's shirts for the Joslin store in five and one-half hours Thursday, January 27.

"That Denver Post ad was the most successful ad ever inserted by any store in any newspaper in the country," John Rice, advertising manager for Joslin's store, said Friday.

"Advertisements appeared Thursday afternoon, but before these ads reached the readers all the shirts were gone.

"We expected the sale would last two or three days. The store doors opened at 8:30 a. m. The shirts at \$1.25 each were ready. So were sixty-two sales people. It was just a matter of minutes until the store was packed with purchasers.

"Those shirts were sold before the purchasers came into the store. All the salespeople had to do was make out the orders. That one full-page ad in The Post Wednesday did the work.

BIGGEST SALE EVER HELD IN COUNTRY

"It was the biggest sale ever held, not only in Denver, but anywhere in the whole country. But the most wonderful feature about it all was that fully two-thirds of the purchasers were men. The sale demonstrated that Denver Post advertisements are read by the men. This sale brought more men into Joslin's than ever went into any store in Denver in a single day.

"From 8:30 until 10:30 a. m. most of the shirt purchasers were men. From 10:30 until noon the number of men and women was about equally divided. Then during the noon hour

until the supply was exhausted, the men predominated. And after all the shirts were sold, and even Friday, we had a flood of demands for shirts which we could not fill.

"The advertisement was just right. It was a man's ad. The Post took it to the men. The shirts were sold to the men before they came into the store. The only question in their minds was how many to buy. And the average purchaser carried away four shirts."

POST'S AD POWER WITHOUT A PEER

Selling 18,000 shirts in five and one-half hours by a single newspaper advertisement is a world's record. It means that one Denver Post advertisement sold men's shirts at the rate of fifty-four a minute—that each of the salespeople handling the sale at Joslin's sold shirts to purchasers at the rate of almost one a minute. It demonstrated that, as an advertising medium, The Post is without a peer.

If you have something to sell, if you want something somebody else has to sell or trade, just tell The Denver Post. No need to spend your money in duplicating your ad in other papers.

Not while one Denver Post advertisement sells 18,000 men's shirts in five and one-half hours.

So there you have a Denver Post demonstration.

The Denver Post is published at Denver, Colorado.

Its circulation daily average, 128,000. Sunday average, 158,000. It covers Colorado, Wyoming and New Mexico. Its Sunday circulation is greater than all the other dailies published in these three states. Member A. B. C.

THE DENVER POST, DENVER, COLORADO

—or—

Publishers' Representatives:

CONE, HUNTON & WOODMAN, INC.,

New York, 225 Fifth Avenue

Chicago, 72 West Adams St.

Detroit, American Building

Kansas City, Victor Building

Atlanta, Constitution Bldg.

"Supper Money."—On account of the necessity of getting a proof of work at the close of each day's business, and the dispatch with which transactions must always be handled, it is often necessary to detain the entire clerical force after the usual closing hour. For this reason it has come to be established that a bank clerk has no definite leaving time. The conventional solution for rewarding this overtime work is to furnish "supper money." This arrangement is unsatisfactory because the amount paid is the same regardless of whether the clerk works until seven o'clock or until midnight. Moreover, in most cases, the supper money inadequately covers the purpose for which it was intended. The only adequate solution of overtime work is to arrange a sliding scale compensation based upon length of overtime.

No one can fail to be spurred on by the knowledge that there is a possibility of an increase in salary. It is a real tragedy when we are conscious of having arrived at our maximum earning power. It often happens, however, that clerks—good routine men who are almost indispensable—are unable to increase their value to the bank. The only way of rewarding such cases is to recognize their loyalty and faithfulness by a *length-of-service bonus*. This is a thoroughly sound principle. Increase a man's salary 5 per cent after five years of service and 1 per cent per year up to a certain maximum limit.

Life Insurance.—In addition to making a man secure in the present, it is only slightly less important to make his immediate and remoter future secure. Most bank clerks, either through improvidence or lack of earning power, do not insure themselves against death. For this reason group life insurance by large banks is coming to be recognized as a sound principle. The amount of insurance taken out for the employees should be based upon length of service.

Protection against accident and sickness can easily be undertaken



Quality • Quantity Character

ALL THREE are of importance to advertisers, but to Advertisers of High-Class Goods and Service *Quality* and *Character* of a medium are vastly more important than *Quantity* of Sale.

Very few *Quality* mediums have great *Quantity* sales but are none the less valuable for High-Class Advertising in their special fields.

But "PUNCH" has *All Three* attributes to an extent granted to no other British medium of its class:

Quality, Quantity and Character

which happy combination of values accounts for the fact that its pages are always full of the most desirable advertising.

ROY V. SOMERVILLE
Advertisement Manager "PUNCH"
10 Bouverie Street, London
E.C. 4, Eng.

Do You Manufacture a Quick-Selling Novelty?

A manufacturing corporation with a sales force of 200 men calling upon department, general, notion and novelty stores is in the market for a fast-selling novelty or staple item to increase the line.

Our products are now in almost 30,000 retail stores all over the country. We do extensive advertising among retail merchants, and believe we have their confidence.

In adding a new line, which of course we shall buy, it is essential that we have exclusive distribution.

In other words to the manufacturer with such a fast-selling item, we purpose buying his output and marketing it through one of the biggest specialty sales organizations in the country.

We will negotiate only with principals. Those interested should write to

"PRESIDENT"
P. O. Box 3063
Fairhill, Philadelphia, Pa.

by the large banks, especially where medical departments are maintained. On the principle of preventive medicine, a medical director by frequent examination of employees may be able to prevent diseases or nip in the bud diseases that have just started.

Other Forms of Insurance.—

One important question engaging the attention of employers is that of retiring superannuated clerks. What shall be done with the faithful employee who has served the bank many years and whose period of usefulness is admittedly ended? Drawing from the practice of several of the larger industrial companies, it would seem reasonable to pension them on some basis which would take into consideration years of service. It is advocated that the amount of the pension be equal to 2 per cent of the annual salary multiplied by the number of years which the pensioner has served the bank. Thus a clerk earning \$2,000, who had worked for the bank thirty years, would be retired at a salary of \$1,200, say, at the age of sixty.

Temporary loss of health is a form of economic insecurity to which any bank clerk may succumb. It is not believed that any systematic arrangement can be made to take care of these cases, but that each case should be given such consideration as it seems to merit.

Perhaps the most vicious type of insecurity is that in which one feels that his job—by which he earns his right to live—is insecure. In no case should a discharge be made without thoroughgoing justification and without explaining the reasons to the person dismissed.

MAKING THE EMPLOYEE HAPPY— PSYCHOLOGICAL INCENTIVES

Working Conditions.—Favorable working conditions, such as those suggested above, are matters of great importance in securing the good-will of employees. Restaurant facilities in the larger banks where the work is apt to be done under severe pressure is a great aid.



Announces the appointment of

FRANK SEIDER

as Advertising Manager

Mr. Seider's experience of twelve years in the National Advertising field, during which time he acquired a close, thorough knowledge of National Advertising and Merchandising methods, will be at the service of our advertisers.

Intelligent co-operation with the National Advertiser is necessary in the Jewish field. It is just such co-operation that the **Quality Newspaper in the American Jewish Field** is now ready to render.



MEMBER A. B. C.

183 EAST BROADWAY

NEW YORK

A Leading Druggist's Opinion of the Star Vibrator's Motion Picture Window Display.

THE WILLIAM J. GANZ CO.,
507 Fifth Avenue,
New York City.

My dear Mr. Ganz:

You may be interested in knowing something of the results we have been getting through the motion picture window display which you ran for three days in our store.

It was very easy for us to trace the sales to your exhibit, as it was after the holidays, which is usually a dull season with us. We found it has actually sold a large number of Vibrators which we had stocked up. In addition to this we have greatly increased our sales of other articles.

We are firmly convinced that your motion picture window display is the best sales promotion medium that any manufacturer has ever sent us.

If it is possible for us to arrange for another window display, we would greatly appreciate it.

Please advise us at your earliest convenience.

Very truly yours,

(Name on Request).

This letter and the story "INGENIOUS HELPS OVERCOME DEALER INERTIA" in the January 13th issue of PRINTERS' INK explain the possibilities of motion picture window displays for merchandising any product.

We Are Ready to Show You the Way

The William J. Ganz Co.

Producers of

Films for Advertising and Selling Purposes

507 Fifth Ave., N. Y.

Phone Vanderbilt 8232



Educational Opportunities.—Assuming that a bank endeavors to select ambitious raw material, providing a real opportunity for learning the business is essential. If impossible the employee should be shifted from job to job and from department to department. Placing the employee in a job that he likes will do much to make him happy. This is a job of the employment manager, who should be selected for his special training and judgment in picking men. Insurance of efficient performance of clerks can be obtained only where there is a systematic effort to secure mutual adaptation of the worker and the job.

Prestige Incentives.—Other things being equal, a clerk would rather work for a well-known, reputable bank than for one not so well known. The prestige of a bank to some extent depends upon both external and internal publicity. Internal publicity can be accomplished through the medium of a house-organ or employees' publication. The publication should be a mouthpiece of the employees and should be primarily controlled by them. It should contain no trace of paternalism, charity or dictation from above. It should be an expression of a co-operative group of workers. Its contents should be drawn largely from the employees' club activities, giving color to the human side of their lives—social, athletic, study and thrift. It should give recognition to personal or departmental achievements.

Encouragement or Recognition Incentives.—Employees are quick to decide whether they have an appreciative employer or not. This sentiment spreads rapidly. There must be something to bridge the gulf between the employer issuing orders and the employee who must obey them. No employer can be regarded as appreciative who does not know the problems and conditions under which his employees work. The personal touch is a vital spark. Nothing would inspire a body of workers more than to have the president

of the bank take an occasional informal inspection tour through the bank so that it may be known that he is in sympathy with the routine work that must be performed. Strange as it may appear, a single word or even the knowledge that an officer "high up" goes through the departments occasionally to "look things over" means much more to the junior clerks than a hundred such from a department head or one lower in authority.

Personal Record Cards.—In order that officers in a large bank may keep in touch with the employees' work some systematic record of employees' performances and attainments must be kept. The handling of these cards is of great importance in enlisting the co-operation and good-will of the employees. Each employee upon his entry should be acquainted with the purpose and method of administration of the cards. He should also be shown what qualities he is rated in and what the rating scheme is. Some suggested qualities for rating are given:

- Accuracy—quality of work;
- Appearance of work;
- Amount accomplished;
- Attendance and punctuality;
- Co-operation;
- Courtesy;
- Department;
- Executive ability;
- General ability;
- Initiative;
- Intelligence;
- Interest in work;
- Personal appearance;
- Quickness to learn;
- Speed and quantity of work;
- Tact;
- Trustworthiness;
- General value to bank.

In order to get the greatest benefit from the record cards they should be administered as follows: The rating should be made at stated intervals, say every three or six months. The qualities which are rated should be stated to the employee at the time of his engagement, and the rating marks carefully explained to him. The qualities should be rated by his department head. The employee should be given access to his own

Oakland Tribune HOME

Oakland, California

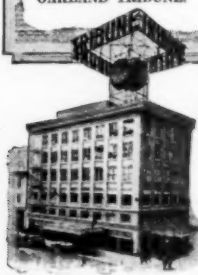
¶ You can at one cost reach the greatest number of possible consumers in the East Bay territory by using the

Oakland Tribune

(the home paper). The East Bay territory comprises the cities of Oakland, Berkeley, Alameda, and suburbs, with a population of 350,000 on the continental side of San Francisco Bay.

¶ This is the leading manufacturing and shipbuilding center on the Pacific Coast.

¶ You cannot cover Oakland and the East Bay Cities without using the OAKLAND TRIBUNE.



The TRIBUNE renders excellent merchandising co-operation available for an actual or prospective advertiser.

Getting Student Trade Is Mainly a Matter of Knowing How

We believe we have the greatest specialized knowledge of the vast student buying power to be found anywhere. Ask us anything you want to know about the College or High School Fields.

Our latest lists—THE "COLLEGIATE SALESMAN" sheets with the red border—sent on request.

Established 1913

CSAA

COLLEGIATE SPECIAL ADVERTISING AGENCY, Inc.

203 5th Avenue, New York City
110 S. Wabash Avenue, Chicago

card (but not to others), or else be called in to interview the personnel officer as to where he stands. This is necessary in order to show him just where he is delinquent and what qualities he must resist or improve. Comparing his ratings from period to period will show him his rate of growth or retrogression.

By making the system an open one the department head must weigh his judgments carefully and prevent the clerk from making the accusation that he has been rated unfairly. In case an employee feels that he has not been rated fairly, he should take his case to the personnel officer, who by calling in the department head should make an adjustment of the difficulty.

Recognition for Personal and Departmental Achievements.—In large banks, especially, the junior clerks feel themselves quite out of touch with those in authority, and that their contribution to the total result accomplished is so insignificant that it is unworthy of recognition. Good results are taken as a matter of course. Inferior service is given especial attention. This is a defective principle of discipline. It omits recognition of the fact that the best incentives are remunerative and constructive rather than punitive or destructive. The truth is that both superior and inferior service should be given attention. Superior work should be given full publicity. Inferior service should be corrected by private consultations—never openly.

If for comparative purposes a performance chart could be prepared day by day showing items of information and posted so that the members of the department could see just what they had accomplished, the reaction would no doubt be beneficial. Automatically their interest would be attracted day by day to the bulletin board to see what they had accomplished. By comparing what they had accomplished with the cost of accomplishing it, they would be parties to a contest without being conscious of it. They would be parties to a game of accomplishing

SOMETHING NEW

In Color Printing

FOR THE BUYER OF LONG RUNS—
PAPER NOT OVER 46x70—
FOUR COLORS—
ABSOLUTELY PERFECT REGISTER—
EVERY SHEET EXACTLY ALIKE—
EVERY COLOR SLIPSHEETED—
POSITIVELY NO OFFSET—
FULL VOLUME OF INK—
HIGHEST POSSIBLE QUALITY—
LESS PAPER REQUIRED

We have the only presses in the world that
will meet these specifications, and save you
real money on your large printing orders.

American Colortype Co.

Process Color Printing

207 WEST 25TH STREET, NEW YORK

We want a Big Man for Big Business

A New York Printing establishment, enjoying the confidence of several national advertisers, requires the services of a salesman—a big man.

He must have the necessary requirements to enable him to secure business from the largest buyers in the country. We want the biggest man in the country.

For that man we have an attractive proposition.

Your first letter should state fully about yourself and what you have done in a big way.

Applications will be strictly confidential.

*Address: President, Box No. 137
Printers' Ink, 185 Madison Avenue
New York*

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work at a low unit cost, thereby tending to reduce overhead expenses.

Social Relations.—Reference has already been made to an employees' club which presumes mutual agreeableness of associates. Agreeableness of associates presumes judicious selection of employees by the employment department.

The club should be self-administered and directed. It should be allowed to develop along the lines most agreeable to its constituents, the management to give its aid and counsel whenever it is requested.

Democratization of Relations.—

The representation of clerks in meetings with manager is a new idea in banking, but not in industry. One cause of social unrest is the dominance of control from above. To give opportunity for the expression of ideas representatives of employees should be allowed to participate in planning work and improving methods with managers. This will do much to develop the feeling that the employer is square.

That some officer clothed in authority should always stand ready to hear and adjust the complaints of employees seems almost axiomatic. Every bank should develop the idea that any clerk is perfectly free at any time to voice a grievance.

Perhaps there is nothing that conduces so much to proper relations as the prevalence of the idea that those in the ranks will be selected to fill important positions when they are qualified. Democracy means the selection of those for places of command because of their ability. Nothing undermines morale so much as where this principle is abused. This principle cannot be put into effect without a clear understanding of job relations and sequences. This requires a study of job analysis and bank organization. Too many banks have loose, disjointed organizations. Functions and job relations are not clearly defined. Lines of promotion should be determined and a systematic scheme of upgrading put into operation. Confidence in the ability and

You Know the Little Schoolmaster

He says :

"It is advisable, every now and then, to study the three R's of advertising—long forgotten principles are recalled and a freshened viewpoint acquired."

"Mr. Blanchard has made his entire book one reminder after another of important elementary principles."

JUST OUT ESSENTIALS of ADVERTISING

By Frank Leroy Blanchard

Director, Course in Advertising, 23d Street Y.M.C.A., New York City; formerly Managing Editor of *Printers' Ink* and Editor of *The Editor and Publisher*.

Four pages, 3½ x 8½, illustrated;
\$3.00 net, postpaid.

Everyone has heard of the author's course in advertising at the 23d Street Y.M.C.A. in New York. For sixteen years beginners and established business men have gone there for groundwork in advertising.

The same material used for this effective course is in this new book. It offers a sound, working knowledge of advertising—a clear grasp of fundamentals.

Copy-writing, layout and every other phase of advertising are clearly explained.

You must see the book to know its value—the coupon will bring a copy on approval.

See it for 10 days FREE
Use the Coupon

FREE EXAMINATION COUPON

McGraw-Hill Book Co., Inc.,
370 Seventh Avenue, New York.

You may send me for 10 days' examination Blanchard's *ESSENTIALS of ADVERTISING*—\$3.00 net, postpaid.

I agree to return the book, postpaid, within 10 days of receipt or to remit for it.

Name _____

Address _____

Official Position _____

Name of Company _____

P.I. 2-17-21

Office Buildings—

with space at a premium and the demand growing daily, the construction of office buildings is being greatly stimulated.

Our readers, the building managers, are the deciding factors in the construction of the new office buildings and select the material to be used.

No greater market for building materials and equipment than that reached by



and BUILDING MANAGEMENT

Member A. B. C. and A. B. P.

139 N. Clark St. Chicago

The American Cutler
Official Exponent of the Cutlery Industry

Circulation 6,000 among
cutlery and hardware dealers,
jobbers and manufacturers.

15 Park Row New York

squareness of the management will be heightened tremendously where promotion is based on this democratic principle.

To have an adequate solution of the problem suggested by this article requires the creation of a personal service department in which some officer in high authority supplanted by an able corps of assistants can have final authority in adjusting all personnel relations. This officer should be one who not only by previous training and experience has won the confidence of the management and of the workers, but to whom large powers in the making of adjustments with respect to all personnel relations should be granted. This department should handle all problems with regard to employment, transfer, education, adaptation, promotion, upgrading and rating of employees, as well as adjusting all the refinements of relations that are certain to develop, together with records relating to the same. The personnel officer should rank not lower than a vice-president and should in no wise be responsible for operations.

Price Peculiarities

A statistical table on price readjustments, prepared by the Bureau of Labor Statistics, seems to be worthy of special study. The table, which follows, indicates that up to November, 1920, cloths and clothing had dropped 34 per cent from the year's high figure, although these items were still 234 per cent above the 1913 level.

	1913	1920	1920	P. c.
	Level	Highest	Nov.	dr'n
Cloths & clothing	100	356	234	34
Farm products	100	246	165	33
Food, etc.	100	287	195	32
Lumber & b'ldg	100	341	274	20
Metals & products	100	195	170	13
Miscellaneous	100	246	220	11
Fuel & light	100	284	258	9
Chem. & drugs	100	222	207	7
House furnishings	100	371	369	1
Weighted total	100	272	207	24

Miss Thomas Appointed Eastern Representative

Miss Ida E. Thomas, formerly of the Richard A. Foley Advertising Agency, Philadelphia, is now Eastern representative of the General Ad-Plate Co., of Terre Haute, Ind., with offices in New York.

Again—First In The South

THE TIMES-PICAYUNE led all the Southern newspapers in Advertising lineage for the First Half of 1920. Again it leads for the Last Half. Totals for the Whole Year are:

1st	<i>TIMES-PICAYUNE</i>	16,863,772
2nd	Birmingham News	16,193,352
3rd	Commercial Appeal	15,215,662
4th	Atlanta Journal	14,938,812
5th	Dallas News	13,783,087

*Figures given by Advertising Age for January, 1921.
except Atlanta Journal, which furnished its own*

NEW ORLEANS IS DISTINCTLY
A MORNING NEWSPAPER CITY

The Times-Picayune

National Representatives:

CONE, HUNTON & WOODMAN, Inc.

New York, Chicago, Detroit, Atlanta and Kansas City

R. J. BIDWELL CO.

742 Market St., San Francisco, Cal.



Here's a brand new Hop Service, Inc., Sales Cartoon Feature. It's the Mr. Sales Pup Series. The book contains 84 Cartoons, each tied up to sales idea with pointed sales philosophy.

All of the Mr. Sales Pup Cartoons are furnished in electrotpe form. (60 are one column—2 inches—wide and 24 are two columns wide.)

Just the feature you want for your House Organ, Sales Letters, Bulletins, Advertising Envelopes and Letter Enclosures.

HOP SERVICE INC.

CARTOON DEPARTMENT



Sorry we can't send a Book to everybody who wants one—but we find it necessary to confine distribution to Sales and Advertising Executives and House Organ Editors. Please write on business stationery or enclose the attached coupon with your letterhead.

HOP SERVICE, Inc. (Cartoon Department),
Advertising Building, Chicago.

Send us the new book of 84 Mr. Sales Pup Cartoons.

Firm Name..... Business.....
Att. of.....
Street..... City.....

{ Sales Mgr.
Adv. Mgr.
H. O. Editor.
S. P. Mgr.

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St. Louis Advertiser for Spring Buyers

St. Louis is being advertised to retail merchants in ninety newspapers in ninety cities of fourteen neighboring States by the St. Louis Chamber of Commerce.

The purpose of the campaign is to bring buyers to St. Louis for the spring buying season, which usually starts about February 1.

The St. Louis Chamber of Commerce felt that retail merchants were wondering if other merchants would come to the markets this year. It thought that advertising would help make merchants decide to go, and to choose St. Louis.

"St. Louis is your nearest big market," one advertisement reads. "Merchandise considered, it is your most attractive market. The terms are as liberal as in other markets. St. Louis' economic position on the map is to your advantage. The saving in freight charges adds considerably to your profit margins."

"St. Louis wholesale houses led the country in breaking high prices last October, forcing other markets to make price reductions. St. Louis houses took their losses and disposed of current stocks. They now have complete new spring stocks at *readjusted* prices for immediate delivery. The prices in most lines of merchandise have reached the low point. The early buyers will get the best selections."

The campaign is handled by the John Ring, Jr., Advertising Company of St. Louis. This agency is also handling the municipal advertising campaign of St. Louis.

Flowers Around the Milestone

SEATTLE, WASH., Jan. 31, 1921.

Editor of *Printers' Ink Monthly*:

Accept my congratulations for the *Monthly* upon turning its first milestone. May your milestones be many, and may you turn each one with as much credit to yourselves and satisfaction to your readers, as you have the first.

The purpose of the *Monthly*—to supply a medium where the practical suggestion of executives could be passed on to other executives, with the addition of splendid illustrations—has proved itself a real one, and it is now up to your readers to dig out the nuggets which are visible to the eye, on every page.

P. B. ARNELL.

United Cigar Store Sales Increased in January

The January sales of the United Cigar Stores Company of America were 9.76 per cent more than those of January, 1920, and 50 per cent more than those of January, 1919. Sales during January aggregated \$5,962,224, against \$5,431,843 in January, 1920, and \$3,970,246 in January, 1919.

The Atlanta Journal Atlanta, Ga.

Atlanta, the only city besides New York which has an annual season of opera by the Metropolitan Opera Company, has just oversubscribed the guarantee fund of \$110,000 for 1921.

The subscription list was opened Feb. 1st. No canvass was made. On Feb. 7th, guarantors had pledged \$123,825.00.

*Advertising in The
Journal Sells the Goods*

"We Thank You for Your Helpful Co-operation."

—Hood Rubber Products Co., Inc.

Let us help you in Rochester. Our Service Department is thoroughly familiar with conditions here.

Write us—we're at your service.

ROCHESTER Times-Union

First in Its Field

Circulation (A. B. C.) 64,018

J. P. McKINNEY & SON
Representative

334 Fifth Ave. 122 S. Mich. Ave.
New York Chicago

SALES MANAGER

Selling to Wholesale Grocery and Confectionery Trades, Seeks Broader Opportunity

One who made good under the strenuous competition of 1920—who believes in fighting for business to-day, "conditions or no conditions." In charge of Sales during the past five years for manufacturer with annual volume considerably over a Million. An organizer, a planner—who has personally sold single orders running over \$100,000. Salary \$6,000, but willing to make a sacrifice with the right house until worth is proven. If you can use such a man, write

**D. L., Box 135,
Care Printers' Ink**

Position Wanted

THOROUGHLY competent, steady and reliable young man desires position. Has purchased art-work, engravings, woodcuts, electros, composition, paper, printing and binding for a mail-order house and for publishing houses. Can write copy. Thirty-three years old, married, an American and is highly recommended. His services can be obtained immediately and at moderate salary.

**Moderate —
Box 133 Printers' Ink**

"Turnover" Is Reason for Wholesale Grocery Business

The New York Wholesale Grocers' Association has sent out a circular prepared by William W. Thompson & Co., certified public accountant of Chicago, in which the wholesale grocery business is analyzed. In part the circular says: "There is a principle governing the direction of the grocery line showing the cost of doing business. When this principle is discovered and proper rules advanced for its direction, it will be clearly demonstrated that turnover is the basis upon which this principle rests, and except for unusual and abnormal expenses that turnover actually governs the cost of doing business. If this is true, then how important that a business such as the wholesale grocery business, operating on an ever narrowing net percentage, should get control of turnover rather than have it running fast and loose without any definite direction. Those concerns who continue to ignore this important fact are bound to experience difficulties all through the period of price recession.

"Every wholesale grocer doing a business of a half million dollars or more per year should departmentize his business. Items of a kindred nature which are influential alike by conditions should be brought together and placed under control. Then the weak departments will be constantly in the light and not permitted to remain covered up because certain other departments make good profits. The first evidence of the slowing up of turnover should be the signal for a careful review of every item in a department. There has been an erroneous belief present to the effect that to departmentize the business involves great expense—a great many additional clerks. This view is not supported by the facts, for it has been found that when the work in an office is carefully planned that in most cases no additional help is necessary."

Price Advertising on Increase

More national advertisers are now featuring prices than has been the case for some time. A recent advertisement by the Topkis Brothers Company is headed: "One Dollar—That's the price of the famous Topkis Men's Athletic Union Suit." The Palmolive Company announces at the top of a page that the price of its soap is 10 cents a cake. The Auburn Automobile Co. plainly states prices on its whole line, including touring cars, Sedans, toursters, coupés, roadsters and cabriolets. A price reduction on Campbell's Pork and Beans is advertised at two cans for 25 cents, dating from December 27, 1920. The United States Gypsum Co. advertises that the cost of the "Sheetrock" required for remodeling a room that is pictured would be about \$25. The American Stores Co., controlling a chain of groceries in Pennsylvania, New Jersey, Delaware and Maryland, quotes today's prices on numerous items as compared with last year's.

Food Advertising Promotion

A seasoned and successful experience, covering all phases of advertising in periods of both lean-year and fat-year promotion, recommends my service to the attention of food advertisers.

I do not disturb agency relations. My task is to supplement them.

Inquiries interest me and may be made with surety of strict confidence.



CHARLES W. GREEN, M.D.

607 Brunswick Building

225 FIFTH AVENUE, NEW YORK

Phone Madison Square 8134

Whom Shall I Sell ?

**Are you appealing to
the class of people who
are logical buyers of
your goods?**

**We can tell you
Stanley E. Gunnison, Inc.**

Merchandising Advertising

Hudson Terminal Building

Tel. 2646 Cort. 30 Church St. N.Y.

A 24 Hour Service on MATS —

If service is what you want we can
give it as well as quality.

O'FLAHERTY'S PEERLESS MATS

whether delivered in 24 hours or at
your pleasure are stamped with the
trademark of quality.



REG. U.S. PAT. OFFICE

Made by O'FLAHERTY
225 West 39th St. New York.

LA RAZON

BUENOS AIRES

A Newspaper With a Selling Punch

Buenos Aires, city beautiful, Hub of Commerce and Shipping of South America, unexcelled in commercial importance!

"LA RAZON"—the great afternoon daily of Buenos Aires, with three editions. Its advertising columns command respect and cordial response from the readers. The largest circulation of any Evening Newspaper in South America.

Write for booklet and rate card, Avenida de Mayo 760, Buenos Aires, Argentina, or to the following American Advertising Agencies:

Horatio Camps Advertising Agency, 62 Cortlandt St., New York.
The Foreign Advertising & Service Bureau, 234 Fifth Ave., New York.

Johnston Overseas Service, 277 Broadway, New York.

T. B. Browne, Ltd., 7 East 42d Street, New York.

Atlas Advertising Agency, 450 Fourth Avenue, New York.

A. R. Elliot Advertising, 62 to 68 West Broadway, New York.

Morse International Agency, 449 Fourth Avenue, New York.

Curtiss Special Agency, 450 Fourth Avenue, New York.

The Export Advertising Agency, Transportation Bldg., Chicago, Ill.

J. Roland Kay Co., Conway Building, Chicago, Ill.

The Newspaper That Believes in Americans

PRINTERS' INK

Registered U. S. Patent Office

A JOURNAL FOR ADVERTISERS

Founded 1888 by George P. Rowell

PRINTERS' INK PUBLISHING COMPANY
Publishers.

OFFICE: 185 MADISON AVENUE, NEW YORK CITY. Telephone 1346-7-8-9 Murray Hill.
President and Secretary, J. I. ROMER. Vice-President, R. W. LAWRENCE. Treasurer, DAVID MARCUS.

Chicago Office: 833 Peoples Gas Building, 122 South Michigan Boulevard, KIRK TAYLOR, Manager. Telephone, Harrison 1706-1707.

New England Office: 1 Beacon Street, Boston, JULIUS MATHEWS, Manager.

Atlanta Office: 1004 Candler Building, GEO. M. KOHN, Manager.

St. Louis Office: Post Dispatch Building, A. D. MCKINNEY, Manager.

Pacific Coast Offices: Examiner Bldg., San Francisco; 934 Title Insurance Bldg., Los Angeles; 214 Post-Intelligencer Bldg., Seattle, Wash., W. R. BARANGER, Manager.

Canadian Office: Lumsden Bldg., Toronto, A. J. DENNE, Manager.

London Office: Craven House, Kingsway, W. S. CRAWFORD, Manager.

Paris Office: 31bis Faubourg Montmartre, JEAN H. FULGERAS, Manager.

Issued every Thursday. Three dollars a year, \$1.50 for six months. Ten cents a copy.

Foreign Postage, two dollars per year extra. Canadian Postage, one dollar.

Advertising rates: Page, \$100; half page, \$50; quarter page, \$25; one inch, minimum \$7.70. Classified 55 cents a line. Minimum order \$2.75.

JOHN IRVING ROMER, Editor
FREDERICK C. KENDALL, Managing Editor
JOHN ALLEN MURPHY, Associate Editor
ROY DICKINSON, Associate Editor
R. W. PALMER, News Editor

EDITORIAL STAFF:
C. P. Russell Albert E. Haase
Roland Cole Edward T. Tandy

Chicago: G. A. Nichols
London: Russell

NEW YORK, FEBRUARY 17, 1921

Adequate Advertising and the Dealer's Enthusiasm

A rather uncommon method of getting its salesmen to sell the advertising campaign to retailers has recently been introduced by the A. S. Boyle Company, manufacturer of Old English Wax. The nucleus of the plan is a broadside which explains and emphasizes the local circulation of the advertising.

The retail distributor often refuses to become enthusiastic about national advertising because he believes that its distribution in his own community is not large enough to have any noticeable in-

fluence on his customers. Sometimes, where the campaign is only a faint-hearted effort, the dealer is justified in taking this attitude. More frequently, however, he is doubtful of the value of the advertising only because it has not been properly sold to him.

The purpose of the Boyle plan is to overcome the buyer's misapprehension and to prove to him that the circulation in his own community is larger than he thinks it is. The broadside lists the population of each State, the number of home owners and the number of copies of the publications containing the company's advertisements that circulate in the State. Then the same figures are shown for a number of towns in each State. If the dealer's own town is not mentioned, he is furnished a formula with which he can easily arrive at the figures. The number of families is determined by dividing the population by five. The divisor used in finding the number of home owners differs in various States. It is as low as seven in some States and as high as sixteen in others. The circulation for each town is determined similarly, the figure differing according to the intensification of State circulations.

Probably a busy retailer could not be induced to make these computations himself. But the Boyle salesmen make them for him. They carry blank forms, which they fill in as they talk to their customers. When these forms are complete they give the name of the town, its population, the number of families in it, the number of home owners and the circulation of Old English advertising in the community. It turns out that in nearly every instance the circulation is considerably larger than the number of families who own their homes.

Of course there is much that is arbitrary about this system, but nevertheless it is a commendable attempt to sell the retailer on the strength of the advertising part of the merchandising plan. If the company can show a history of consistent advertising and if the

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campaign is well rounded out, including local newspaper and trade-journal copy, the dealer can be convinced that his advertising needs are adequately cared for. This is a matter that is overlooked in too many campaigns. It is one reason why the retailer's unstinted co-operation is not always obtained.

Let's Go

It is moving. The old ship of business, having hung some time in the doldrums where no trade winds blow, is moving out. Signs are beginning to appear for anyone to see who looks. The wind is already flapping in the halyards, and the breeze is there to carry the ship into the clearer waters of sound, honest-to-goodness prosperity.

Let us look for a moment at the two businesses, the textile and automotive, which first felt the effect of lack of demand. Fifteen thousand men resumed work in the Ford company's Highland Park plant this month. It had been closed since December 23. The Reo plant, at Lansing, has increased its working time from a half day to six hours, and is now employing between five and six thousand men. The Motor Wheel Corporation, in Detroit, has also started up. Marshall Field & Company report a further steady increase in dry goods distribution. There are more customers in the house than a year ago and orders sent in by road salesmen are very satisfactory. "Our mills," they say, "are running at full capacity and demand for certain lines of cotton goods, particularly gingham and sheetings, actually exceeds supply."

Two big cotton mills at Columbus, Ga., The Eagle and Phoenix, have resumed full-time operation after two months on half time. Several of the cotton mills at New Bedford, Mass., started machinery last week that had been idle for months. Increasing evidence of the revival of business in the New England textile mills is seen in the announcement by the big Naumkeag cotton factory at

Salem, Mass., that beginning next week the company will have to put on night shifts to keep up with orders. This concern, employing 1,100 hands, is already running to capacity on day work.

J. Bramhall, of Amory, Browne & Co., is quoted as saying:

"I believe stocks, at least in our lines, are very short. For instance, the decline of our export business left us on December 31 last with 2,000 cases of goods of widths, styling and packing adapted particularly to that trade. We regarded these goods as absolutely unsalable, but when our salesmen went on the road January 1 they immediately began to sell the goods, and in four weeks the entire lot was cleaned up." This company now has its full selling force out on the road for the first time in two or three years.

The Klearfax Linen Rug Company, of Duluth, announces in full-page newspaper space that the management is going to take its courage in its hands and run its factory for two months on two full shifts.

Every day, press reports furnish a growing list of concerns in all sorts of other industries who are re-opening their plants. Every day other men who did not close down, find, like Mr. Bramhall, that increased selling pressure brings increased sales. And the re-opening of plants that have been closed, means something very tangible to everybody. It means that the man who won't set his sales to catch the little breeze which the men who are re-opening every day can feel, is going to be left behind. He may be out of the race the rest of his life. For, remember, for every plant which closed for one reason or another, hundreds stayed open. Many actually went ahead. Hundreds of men at the head of big business were able to keep plants running at somewhere near full capacity, even if goods had to be sold temporarily at a loss. It means going after business, hammer and tongs. It means putting a price on goods which strikes the public as fair, and then going out to sell, sell, sell.

There are always some men in every line of business who persist in calling a thing "opportunity," which other men call a "crisis." It is almost too soon to point out the men who have come through with flying colors, through production economies, better sales management, better advertising, better knowledge of their public. But one thing is certain—the man who doesn't realize that now is the worst time in the world to haul in his sails and sit below deck weeping briny tears, is going to be left out there in the doldrums "as idle as a painted ship upon a painted ocean." And the man who is up on deck, about and doing, watching his values, watching the wind, a competitor of the weeper, perhaps, is going to sweep on into the harbor of national success. And he is going to do it with some of the wind that the other man might have used.

Customers never wait for anybody to get over a blue funk.

Why Institutional Advertising Is Resultful

President Markham, of the Illinois Central Railroad, in his use of paid newspaper space to educate the public in railroad matters, is doing a real service to institutional advertising.

The newspaper is the medium through which the public gets much of its information about the railroads. The news columns may present one angle and the editorial page another. Neither, from the standpoint of the railroads, may be sufficient. Mr. Markham has made the interesting discovery that advertising space is open to him and that in it he can tell his story just as he wants it told. And, the biggest thing of all, he has found that the public will read his side in the advertising columns just as readily as it will read the editorials and the news and that what he says has as much influence as anything else in the paper.

For the most part the newspapers of to-day give the big transportation companies a square

deal. There are few railroad-baiters among them. But in either type of newspaper there is nothing quite so convincing, as far as the best interests of the railroads are concerned, as individual presentations of the kind being made by Mr. Markham setting forth facts, figures and arguments in an effort to prove certain points.

That the people will be influenced just as strongly by institutional advertising presentations as by editorials or news—and that they read advertisements—is proved by the returns Mr. Markham is getting from his campaign. He invites suggestions and comment, and his invitation is being accepted in gratifying volume.

Many of the letters he gets confirm him in the belief that he is "selling" the public on many important things. Others give him worth-while suggestions for the betterment of the service—showing that not even a railroad man knows all there is to be known about railroading.

The advertising section unquestionably is the place for the business corporation to tell its story and try its case before the people. An editorial indorsement might be looked upon with suspicion. But a straightforward statement in paid space is accepted on its merits. People are pretty fair after all. They can be trusted to do justice if all the facts are put before them. But they hate to be buncoed or lied to.

The growth of institutional advertising of the kind done by the Illinois Central Railroad is going to be a good thing, not only for the corporations back of it, but for the publications affording the space. It will cause the public to have more confidence in both.

Ritter Agency Advances Hanford

Jack Hanford, who recently joined the Philip Ritter Co., Inc., New York advertising agency, has been made director of service of that agency.

The annual dinner and dance of the League of Advertising Women, New York, will be held March 15 at the Hotel Pennsylvania.

THE WORLD'S BUSINESS



THE business of the world has been done upon CRANE's Paper for nearly one hundred years. The paper money of 22 nations, including our own, the government bonds of 18 nations, including our own, the stock issues of a very large part of all railroad, public service and industrial corporations, are engraved upon CRANE's Paper.

Mills that can meet the strenuous needs of paper for paper money and long-lived securities, are certainly able to make paper for business correspondence fine enough, strong enough and good enough to justify a business house in using it for business correspondence.

100% selected new rag stock
120 years experience
Bank notes of 22 countries
Paper money of 438,000,000 people
Government bonds of 18 nations

Crane's

BUSINESS PAPERS

Unused Postage Bought

We buy unused postage stamps of any amount or denomination for spot cash. Mail them to us, and receive cash by return mail. We also buy old gold, silver, platinum, diamonds, watches, jewelry, War Bonds and Stamps—anything valuable. Goods returned within 10 days if you're not satisfied with the amount we return you. Bank references. The Ohio Smelting & Refining Co., 283 Lennox Bldg., Cleveland, Ohio.

Artists
PHONE LONGCARE 5172
Designers
Photo-Retouchers
The MOORE STUDIOS, Inc.
Newark Office: 216 Market St.
Phone Market 5536

Better Printing for Less Money

Best Printing—Best Service	Bulletins or Catalogs at Low Prices
1000 Printed Book Letterheads... \$5.50	1000 Circulars 6x6 up from.... \$4.00
1000 Printed Envelopes 2 1/2x4... 4.50	1000 Circulars 6 x 7 up from.... 4.50
1000 Printed Envelopes 4 x 6... 7.50	1000 Circulars 7 x 12 up from.... 12.00
1000 Printed Business Cards 2x4... 4.50	1000 Circulars 12x18 up from.... 18.00
1000 Printed Billheads 2 1/2x4... 4.00	1000 2-Page Booklets 4x6... 25.00
1000 Printed Statements 2 1/2x4... 4.50	1000 2-Page Booklets 6x9... 35.00
1000 Printed Post Cards 2 1/2x4... 4.00	1000 2-Page Booklets 8x9... 45.00
1000 Printed Shipping Labels 2 1/2x4... 4.00	1000 2-Page Booklets 9x12... 65.00
SAMPLES FREE	SAMPLES FREE

E. L. FANTUS CO. 525 S. Dearborn St. CHICAGO

The RICHEY DATA SERVICE

Why are leading institutions from coast to coast using this convenient data on sales, advertising and business conditions? Ask for the Feb. Bulletin—Sent you free.

THE RICHEY DATA SERVICE
403 Meridian Life Bldg., Indianapolis, U. S. A.

PRINTCRAFT PRESS

Good printing for good advertisers.

"Difficult" printing a specialty.

213 W. 40th St., New York
Near Times Square Bryant 131

THE HOME OF GOOD PRINTING

The BEERS PRESS *Masters of catalogs booklets commercial printing*

TRENTON, NEW JERSEY

Texas Advertising Clubs Meet at Waco

The Associated Advertising Clubs of Texas held its Ninth Annual Conference at Waco on January 24 and 25. Over 200 delegates were present.

The officers elected were:

President, W. K. Patterson, Dallas; vice-presidents, J. W. Carlin, Waco; H. C. Burke, Jr., Fort Worth; C. N. Olsen, Corsicana; Harold Kayton, San Antonio; A. S. Pimentel, Houston; president of advertising clubs at large, A. R. Millican, El Paso; secretary-treasurer, Joe Dawson, Dallas; directors, L. T. Dernier, Dallas; Jack Biggy, El Paso; S. S. Bassett, Fort Worth; Lowry Martin, Corsicana; William Brockhausen, San Antonio; George Forrestall, Houston; H. H. Haines, Galveston; C. C. Petty, Wichita Falls; F. E. Newland, Beaumont; W. L. Vining, Orange; E. C. Bracken, Paris; Dr. Surgeon Bell, Austin; Dr. W. B. Georgia, Waco; E. K. Williams, Temple, and C. C. Everett, San Benito.

The 1922 convention will be held in El Paso. A recommendation, made by a committee, of which L. T. Dernier, of Dallas, was chairman, that Texas be considered a district by itself by the Associated Advertising Clubs of the World, instead of a unit of the Tenth District, composed of Texas, Arizona and New Mexico, was adopted. This recommendation will be presented to the national organization at the next annual convention of that body.

A. B. Chivers a Partner in S. S. Koppe & Co.

A. B. Chivers, formerly's business manager of the New York *Globe*, is now a partner in S. S. Koppe & Co., New York representative in the United States for a number of South American publications. Mr. Chivers recently returned from a South-American trip covering a period of four months.

NOTICE

Large New York and Philadelphia Advertising Agencies

Creative and contact executive who has "grown up" with one of America's greatest advertising agencies, requests communications from agencies interested in securing services of man who knows only success.

This executive has not been "let out"; his step has not been enthusiastically or indifferently received by the Directors. He has resigned, effective March 1st, definitely "burning his bridges" behind him.

This man is young, enthusiastic, intelligent, well educated—he can both render service and sell. He desires to hear from only highest grade agencies or manufacturers who can offer real salary and splendid future. He is not interested in bringing accounts with him. Address Box 139, care of Printers' Ink.

ADVERTISING—(Sales Executive)

Fourteen years constant connection with "sales and advertising," both as Sales Manager—Advertising Manager—Field Sales Manager—Traveling Salesman—and as Retail Salesman, has given me a thoroughly-rounded-out experience that some progressive company can capitalize. Products handled include: Food Specialties—Textiles—Heating Supplies—Technical Machinery—Musical Instruments.

My experience has been gained with small and large manufacturing organizations, and covers the direction of small and large forces of high-powered sales people; also the governing of large and medium-sized advertising appropriations and campaigns—origination—selection—direction.

Have traveled the entire United States and Canada, personally opening up distributive channels and conducting considerable "research work." Am acquainted with many local conditions.

"Printers' Ink" and other recognized business publications have several times editorially and otherwise treated on my original and successful work.

The organizations with whom I was employed are: Corn Products Refining Co., six years; Pennsylvania Textile Co., three years; Pierce, Butler and Pierce Manufacturing Corp., eight months (Service War Period); Crescent Talking Machine Co., three years.

Am 30 years of age; happily married; in comfortable financial circumstances; present earnings \$7,000 yearly. Prefer ADVERTISING MANAGERSHIP or SALES CONNECTION in traveling or other capacity. Eastern location—preferably New York. Immediate salary basis not under \$100 per week. Can commence work immediately. AM NOT A JOB WANDERER.

ADDRESS: A. L. K., BOX 138, CARE PRINTERS' INK

PRINTING AND BINDING OF LARGE EDITIONS SOLICITED

WE ARE IN POSITION TO ACCEPT CONTRACTS CALLING FOR EXPERT WORK AND PROMPT DELIVERY. NO ORDER TOO BIG FOR US—OR TOO DIFFICULT. WE GUARANTEE SATISFACTION. CORRESPONDENCE INVITED.

References:

John C. Winston Co.
J. B. Lippincott Co.
Century Company
Silver-Burdett Co.



INTERNATIONAL TEXTBOOK PRESS
SCRANTON, PENNA.

The Little Schoolmaster's Classroom

TO the Schoolmaster's way of looking at things, some advertising men are most inconsistent on one point. It has doubtless come within the experience of many readers that advertising managers are prone to complain of their inability to make the "powers that be" see the wisdom of keeping constantly before the public and by sheer force of repetition sink the selling story into the public consciousness.

None will deny the wisdom of this and yet these very same advertising managers will get up before the sales convention, tell the salesmen how to use the dealer service and expect these men to remember it all and act upon every bit of the sage advice until the following year's convention. If repetition is necessary in one case, why not in the other? There is one quality common to the sales-manager type and that is the habit of dinning away at one thing day in and day out the year around. That thing is *orders*.

The advertising manager should remember that in winning the support of the salesmen he has the competition of the sales manager for their attention, just as his advertising has the competition of other advertisers in his own and other lines. It is a matter of sinking his story in by constantly keeping at it. Suppose the next time an advertising manager tells you his tale of woe you check him back on this point. Perhaps you will then share the view of the Schoolmaster.

What appears to be very excellent advice given a certain embryonic salesman might well be taken to heart by many who feel that they have "arrived" as salesmen.

A certain salesman had established a wide reputation for his ability to close big contracts. A budding salesman asked him his secret in this manner: "Would you tell me how you sell?"

The far-famed one replied simply: "I don't."

Puzzled, the young man pressed his question further.

"I render a service and the customers buy it; I sell nothing. What success I have attained may be attributed to the character of the service I render."

When we hear the expression, "a born salesman," is it not reasonable to suppose that instead it should be put in this manner, "a born believer in service"?

In any event, the man who gets orders for a thing based on the service it will render or he renders with it, is selling on a high and dignified plane.

* * *

An important point in the training of a salesman is the necessity of carefully analyzing his failures.

Failure to make a sale is often attributed to a deficiency in the article, or its unsuitableness to the needs of a certain prospect, or to a weakness in the presentation, whereas the real cause of failure may be due to an element in the situation that is completely unrelated to any of the contributing factors.

For example, a salesman handling an article of household use called upon a housekeeper to make a demonstration. The woman of the house received him kindly, appeared to be greatly interested in the proposition, and asked the salesman to call on the following day in order to give her an opportunity to talk the matter over with her husband.

Like the good salesman that he was, he appeared at the door on the next afternoon. When the woman answered his summons, she told him scowlingly that she had changed her mind, and shut the door unceremoniously in his face. This complete change of attitude caused him to review his canvass of the preceding day in an effort to understand whether

Some Druggists Sell Motor Car Tires

And yet the drug field is not a real market for tires. Could the druggist sell your goods? Would he do so? And what must you do in order to secure distribution in this field?

The fundamental importance of the druggist as a retail outlet is concisely stated in our recently published book—which is the only authoritative and comprehensive analysis of its kind.

Write for "*Merchandising Advertised Products Through Drug Stores*" and "*How to Judge an Advertising Agency.*"

J.H. **CROSS** CO.

General Advertising Agents

214 South Twelfth Street - Philadelphia, Pa.

Members
American Association
of Advertising Agencies

Members
National Outdoor Advtg. Bureau
Audit Bureau of Circulations

Thompson's Colorgrams

*Sales Letters with cartoon,
photo, pen sketch or
combined treatment*

GEORGE SETON THOMPSON CO.
608 So. Dearborn St., Chicago

WILL BUY Advertising Agency

With or Without "Recognition"

J. A. D., 41 Park Row, N. Y., Suite 104
Telephone Cort 4443



**Howell
Cuts** 

for houseorgans
direct mail and
other advertising

ask for proofs
Charles B. Howell, 305 Fifth Ave. New York

Los Angeles—The largest city in the West

IN LOS ANGELES

IT IS THE

EVENING HERALD

MEMBER A. B. C.

Government Circulation Statement
April 1, 1920

134,686

Grows Just Like Los Angeles

REPRESENTATIVES

New York: Chicago:
Lester J. Clarke, G. Logan Payne Co.,
604 Times Bldg. 432 Marquette Bldg.

he had said anything which might have reacted unfavorably. He was sure his presentation of his story had been without fault. There was a possibility, however, that some friend of the woman's had influenced her against the article or that her husband had forbidden her to buy it. He thought he was entitled to an explanation.

On the following morning, therefore, he called her by telephone. Would she please tell him why she had changed her mind so suddenly? She laughed in a shame-faced way and said:

"I haven't changed my mind and really wanted to see you, but you came up on my porch with your muddy feet right after I had finished scrubbing it on my hands and knees. I couldn't help feeling provoked about it and thought you might have noticed that I had just cleaned it."

The salesman hastily made his apologies and succeeded in arranging another appointment. Had he been less persistent in running down the reason for his apparent failure he might have concluded that this particular woman was not a prospect and never would be.

* * *

The "Armco Bulletin" is a handsomely printed house-magazine, issued by The American Rolling Mill Company for its workmen, and the Schoolmaster, in glancing through a recent issue, believes he discovers the reason why the publication is exceptionally popular.

It is brimming over with intimately personal matter. It talks

"GIBBONS Knows CANADA"

TORONTO

MONTREAL

WINNIPEG

BUSINESS STATIONERY

SAMPLES ON REQUEST

STEEL ENGRAVED or LITHOGRAPHED

MORRISON 236 Powers Building ROCHESTER N. Y.

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Am I Wrong?

Or Is Average Advertising Practice Right?

WHY is it that three concerns out of five will reverse a proved practice of good business when it comes to advertising?

Advertising dollars are spent largely without weight, test or measurement of what they purchase.

And why?

Simply because the average so-called advertising manager is ninety per cent clerk and ten per cent executive. His ability is as limited as his salary.

Yet the same advertiser who would consider \$12,000 a preposterous figure for an advertising manager will deliberately turn over ten times that amount to an outside agency without second thought.

The agency is not in question here. It performs a very necessary function always. But its value is never so great as when there is *real advertising management* for it to deal with.

* * *

A case in point: An advertiser who has been spending upward of \$200,000 a year nationally for several years past, recently found it necessary to retrench.

Toward this end he took counsel with a friend, an executive of an internationally known corporation.

The friend's advice was that he immediately employ the highest type of advertising manager procurable. This as an economic measure.

With many doubts, the advice was followed. A good man was found, at \$15,000 a year. (The previous advertising manager was paid less than \$5,000.)

That was six months ago. The advertising of the concern in question is apparently more intensive—and certainly more effective—than ever before. The expenditure averages \$5,000 a month less than in any previous year.

* * *

All of which carries a very obvious suggestion. It is advanced by a man who has spent ten years behind the scenes in advertising, and who is familiar with its every phase.

This man to-day occupies a commanding position with one of the most eminent institutions in advertising. He sees, however, in to-day's conditions an opportunity to serve even more successfully—and so this advertisement.

Much more might be said—but it will be reserved for those executives who express a desire to hear more.

Address:

"E. S.," Box 129 care Printers' Ink, 833 Peoples Gas Bldg., Chicago

LAUNDRIES
are big users of
MOTOR DELIVERY TRUCKS
Reach them through the
National Laundry Journal
120 ANN ST., CHICAGO
Member of the A. B. C.

OIL ADVERTISING
Send for sample copy and rate card of
PETROLEUM AGE
Representative publication of an industry where
quick action and big money rules—a market that
speedily and richly repays cultivation.

PETROLEUM AGE (Monthly)
20 West Jackson Boulevard, Chicago
Eastern Office: 56 West 45th Street, New York
Telephone Vanderbilt 3695

MILL SUPPLIES

A Profitable A. B. C. Medium for
All Manufacturers of Mill, Mine and
Steam Supplies, Machinery and Tools,
Desiring to Increase Distribution
Through the More than 2,000 Jobbers and
Dealers in Their Line. Members of the
Associated Business Papers, Inc. Address

MILL SUPPLIES,
537 South Dearborn St., Chicago

The PERMANENT BUILDER

The only building magazine devoted exclusively to permanent building materials and methods. Send for the "Reader Interest" story, circulation statement and rate card.
CLARE C. HOSMER, A. I. A., Vice-Pres.
133 W. Washington St., Chicago

BUILDING MATERIALS

A MAGAZINE FOR THE DEALER

AT

NEW TELEGRAPH
BUILDING
DETROIT

REACHES
10,000
RETAIL DEALERS IN
BUILDING SUPPLIES
MONTHLY

A
MAGAZINE OF PUSH, PEPPER & PURPOSE

Mail Order ADVERTISING

Big successes are being made in the mail-order field. We do not boast of agency magnitude, but we claim being experienced, practical and alert in our patrons' interests. Always glad to give suggestions. Why not write us or arrange an interview with one of our experts? No charge. 220 West 42nd St., New York. Bryant 5907.

SCOTT & SCOTT

employees rather than the shop. It gives the human side of production and those who produce.

One of the unique features is a special insert, containing literally hundreds upon hundreds of small half-tone pictures of the babies of Armco families. It is an Armco "Baby Show." There are babies of every degree of happiness and a few in tears at the proximity of the photographer. But, think of it, ten pages in one issue, each page fairly ablom with little baby faces!

There is also a department given over to the pictures of ten-year men, twenty-year men—workers this long with the institution. And where a father has grown up with the plant and his grown sons have worked with him there, these are also given a place of honor. Armco families will hold precious this house publication.

* * *

What strange things prove of advertising value to an institution! The Schoolmaster has always marveled at the popularity of such ideas as the famous elbow macaroni, alphabet noodles and crackers, or sugar, sold in tremendous volume, because the manufacturer hit upon the scheme of making it up in finer form than the heretofore marketed package brands. The word "Fine," made the feature of all advertising, sold this sugar over all comers.

An authority was saying the other day that a certain great Western railroad has won national approval and support from tourists because of the excellent work of the chef, both on diners and at way-station restaurants.

People take this particular

MARYSVILLE CALIFORNIA

—Surrounded by Fruit, Dairying and Intensive Farming Interests. The trade center of two entire counties and a portion of three others. Most satisfactorily covered by The APPEAL—the morning paper of largest circulation north of Sacramento.

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route because of the known quality of the cooking.

They ask about the famous chef when they buy their tickets and then recommend the service to other tourists. Thus a kitchen, seasoning, baked potatoes and the dining car can be even greater, as a drawing card, than scenic investiture or all the numerous arguments of a great railroad system.

How Sacramento, Cal., Will Advertise

Sacramento, Cal., will spend \$8,000 to advertise itself during the first nine months of this year. The board of directors of the Sacramento Chamber of Commerce has appropriated this amount for advertising.

"This is, of course, a meagre beginning," A. S. Dudley, general secretary of the Sacramento Chamber of Commerce, said to **PRINTER'S INK**, "but with this fund we are investing in an excellent series of booklets, and the funds will be used, in a large measure, for the distribution of these through various tourist agencies as well as advertising. We believe that the most fertile field in which we can work is that of the tourist already in California. Therefore, every effort is being put forth to attract their attention to Sacramento. Street-car cards are being used in Los Angeles, and all railroad ticket agencies and information bureaus in the various tourist centres in California have available our various booklets."

Comer Goes with "Country Gentleman"

Harry H. Comer, formerly Eastern advertising manager of *System on the Farm*, is now with the *Country Gentleman*, connected with the Philadelphia office.



—and Reader Interest

IT is not the number of pages that makes the magazine. In "Iowa Corn Belt" the carefully selected, well illustrated features and vital editorials hold our Readers' interest and instil confidence.

First in the 300-Mile Circle.

DES MOINES IOWA

THE HOTEL BULLETIN

A monthly hotel magazine with a national distribution.

Purchasing power of readers is many millions.

Best producer in the hotel field.

Agency business solicited.

BEN. P. BRANHAM, Editor
951-957 Insurance Exch., Chicago

GAS—America's pioneer public utility field—

Thoroughly and effectively covered by
THE GAS RECORD
20 West Jackson Blvd., Chicago.

Over 2000 City Gas Plants of tremendous buying power. List of articles they use or handle, and a sample copy of **THE RECORD**, for the asking.

Eastern Office: 56 W. 45th St., N. Y. City.
Telephone Vanderbilt 3695. Member of the A.B.C. and of the Associated Business Papers.

American Lumberman

Est. 1873.

CHICAGO, ILL.

National in circulation and editorial policy. Weekly markets through paid correspondents; largest circulation in lumber field; distinctive retail feature "Realm of the Retailer" written from the field. Adv. rates on request.

Help when you need it

Direct-Mail Advertising is especially valuable in a buyer's market. "The Mailbag" is its monthly test-book. Its articles are all inspirational in tone. They help you to ward off any attacks of "Old Gas Gloom". He is apt to slip his arguments over right now if you aren't fortified against them. "The Mailbag" tells you what to do, how to do it, and encourages you TO do it. Articles on every phase of Direct-Mail Advertising written by men who have tried the ideas out and seen them succeed. Truly the biggest dollar's worth in the Advertising Field. Send your subscription NOW.

MAILBAG PUBLISHING CO., 1200 D 7, 9th St., Cleveland

POSTAGE BUSINESS MAGAZINE

Letters, Circulars, Booklets, Catalogs, House Magazines—if prepared and used intelligently—can sell anything.

POSTAGE MAGAZINE TELLS HOW

\$2.00 a year—12 numbers.

18 East 18th Street, New York

Direct-Mail Advertising and Selling



CAPITOL TRADE MARK and COPYRIGHT BUREAU PROTECTS

your trade-marks and labels by registration and copyright in the U. S. or abroad. A highly trained corps of specialists.

*Send for New Bulletin
Representation All Over the World*
470 E. Water St., Milwaukee, Wis.

CUTTING THE COST of Publication Printing

is an easy matter with the very newest labor-saving equipment and an up-to-date printing plant. Let us estimate on your publication and be convinced.

THE DRUCKER PRINTING CO.
133 Mercer Street, New York City

ASHLAND 7652

BOURGES SERVICE PHOTO ENGRAVERS NEW YORK CITY

OFFICE - FLATIRON BLDG-175 FIFTH AVS
PLANT - PARTOLA BLDG-100 WEST 21ST

The Master Letter Writer

INCLUDING THE

**500 Master Business Letters
BY AD-MAN DAVISON**

Highest-Paid Letter Writer in the World
48-PAGE BOOKLET SENT FREE

Address Desk 133

Opportunity Press, 681 Fifth Ave., N.Y.

IT'S A MAN'S SIZE JOB

To effect Permanent Improvement in a Company's Letters. More horse-sense than galloping efficiency—more kindly counsel than revolutionary reform.

A Correspondence Advisor of wide experience will be glad to discuss this problem with one more employer who is searching for the best means of ensuring good outgoing mail every day in the year. It's worth talking over.

ADVISOR, BOX 134, PRINTERS' INK

CLASSIFIED ADS. PAY WELL

LIST 33. Your adv't, 4 lines in 33 leading daily newspapers, \$33. Extra lines, \$3.25. Over six million circulation. **LIST 4.** Adv't, half inch, 75 better class weeklies, 2 times (total 150 insertions). \$14. **LIST 2.** Twelve of best farm weeklies, over million circulation, 4 lines, \$19.87. Each extra word, 81 cts. **LIST 1.** Adv't, 4 lines, 100 newspapers, daily and weekly, over two million circulation, incl. big dailies, \$10. Extra lines, \$2.50. Every insertion guaranteed and proven. Many Lists in "Ad Partner" mailed free on request. Correspondence or calls invited. Bryant 5907.

SCOTT & SCOTT ADV. AGENCY 220 W. 42. ST.
NEW YORK CITY.

"Dead" Business Revived by Advertising

Jo. Anderson conducts a large and long-established drugstore in Chattanooga, Tenn. Recently he ran this newspaper advertisement in three-inch space:

**OBITUARY
IN 1907 A.D.
MY BUSINESS
DIED**

NOW SHE'S DEAD AGIN!

I Don't Know Where
**SHE'S GONE TO. BRING SOME
MONEY INSTEAD OF FLOWERS
TO THE FUNERAL.**

**JO. ANDERSON
THE LIVE DRUGGIST**

The copy was enclosed by a rule border shaped like a tombstone, was set in a variety of styles of type, some of a design long out of fashion, and was embellished by a sketch of a pair of mourning doves.

A Chattanooga correspondent tells **PRINTERS' INK** that "the homely atmosphere of Mr. Anderson's advertisements has brought him quite a bit of fame as well as an unusual business from the use of small space."

Added to Staff of Moon Agency

Albert A. Franklin has become a member of the Automotive Department of the Byron G. Moon Co., Troy, N. Y. Mr. Franklin was for two years advertising manager of the Haynes Automobile Co., and later acted as assistant advertising manager of the Waverly Co., a position which he left to become district manager of the Overland Automobile Co., of Toledo. More recently he was sales manager of the Albany Garage Co.

Mabel Hultkrans, formerly of the Bureau of Engraving of Minneapolis, has become a member of the art department of the Moon agency.

Wanted—
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Classified Advertisements

First Forms Close Friday Noon; Final Closing Monday Morning

HELP WANTED

Wanted—Advertising solicitor; live, active man to represent trade publications in New York. Small drawing account, liberal commission. Publisher, 66A Board of Trade Building, Chicago.

WANTED

Young man with some experience as a letter artist. Permanent position.
H. D. BEACH COMPANY,
42 Union Square.

PRINTING SALESMAN—Experienced man who controls trade using high-grade catalogs and advertising literature. Well known plant established 25 years. Excellent opening for high-grade man. Give full particulars in letter. Box 875, P. I.

REPORTER who visits department store buyers in New York to prepare a monthly market letter for a trade paper as a little side line feature at \$10 per month. Address Box 900, care Printers' Ink.

A large concern in Toronto, Canada, would like to engage the services of a high-class man capable of handling Direct-by-Mail Accounts. He should possess the ability to discuss merchandising problems with manufacturers and lay out campaigns. Should you be interested in receiving a proposition, kindly send full particulars as to your experience. Box 884, Printers' Ink.

Agency Salesman WANTED

Do you know the advertising agency well enough to sell a page a week under a twelve months' contract for a monthly magazine? If you can do this, we offer you a handsome drawing account against a commission that will net you \$10,000 yearly. Give full particulars in your first letter. Address C. M. YOUNG, Automobile Club of St. Louis.

PRINTING SALESMAN—One who actually controls a good volume of commercial or advertising publicity work—and who wants a big downtown print shop with wonderful equipment and personnel to back him up. Box 886, Printers' Ink.

WANTED—Resident salesmen in New York, Boston, Chicago, Cleveland, Philadelphia, to sell Foote Hand Made cards. We specialize in exclusive display cards and calendars for the manufacturer and retailer. Strictly commission, with exclusive territory. Live men can make \$10,000 a year. Foote Associates, Inc., 40 State St., Rochester, N. Y.

BUSINESS OPPORTUNITY

If you are a wide-awake salesman, experienced in selling direct-by-mail advertising to the manufacturers of men's wearing apparel, I have a partnership proposition that should interest you. Financial investment not necessary. State experience and qualifications. Box 876, Printers' Ink.

An old established and favorably known advertising agency offers an unusual opportunity for a young man who controls a few small accounts, that by proper handling promise development. Such a man can secure a proprietary interest in the agency on terms that should be very acceptable. Address Box 889, care Printers' Ink.

Woman Copy Writer Wanted

Large New York agency has opening for woman copy writer with at least one and a half years' large agency experience on women's national accounts. Particularly must be expert in use of "inductive" leads and well reasoned copy development based on sound copy research. Actual samples will decide, but please do not send them by mail. National, Box 887, Printers' Ink.

MISCELLANEOUS

Magazine Publishers, Attention! Get in touch with us for the kind of circulation you are seeking. We are experts in this field. Address Box 877, care of Printers' Ink.

Printing Plants and Businesses

Bought and Sold
Printers' Outfitters
CONNOR, FENDLER & CO.
New York City

BOOKLETS THAT BRING BUSINESS Do you need special help in getting up advertising literature? Phone Madison Square 2606 and let's talk it over. Writer and expert of twenty years' experience. J. W. McSpadden, 23 East 26th Street, New York. Phone Madison Square 2606.

House-organs, folders, booklets, etc. Well-equipped concern doing work for New York firms for many years can take additional work. High-class; prompt delivery, close co-operation. **STRYKER PRESS**, Washington, N. J. Phone 100.

SPACE TO RENT

Approximately 2500 square feet on the West Side in direct contact with a printing establishment and very suitable, we believe, for a young agency or selling organization that requires the direct co-operation of a printing establishment. The building is high class and the space that we have to offer is of the highest order. Box 883, Printers' Ink.



PUBLISHERS

We have a highly efficient business producing staff, intensively covering the Eastern territory, and will consider the addition of one or two publications to our present list. **JOSEPH A. MCGUCKIN CO.**, Publishers' Representatives
606-607 Penfield Bldg., Philadelphia

POSITIONS WANTED

ADVERTISING SOLICITOR

Young man with successful selling experience desires position. Comes well recommended. Arthur Unger, 800 Howe Street, New York City.

Advertising Assistant—All-around man; has expert knowledge of copy, cuts, correspondence and make-up of publications; also familiar with detail of agencies; married. Box 890, P. I.

EXPERIENCED COMMERCIAL FIGURE ARTIST

desires salaried connection. Whole or part time. Samples and proofs shown. Address Box 891, Printers' Ink.

21, (Ambitious and Diligent)

Knowledge of layout work, idea-originating and general advertising psychology. Can prove useful to art director or advertising executive in New York. Box 878, Printers' Ink.

BUSINESS BUILDER

With manufacturing and marketing experience, desires permanent connection with small, but *progressive, dignified, Christian organization*, where analytic and constructive ability with thoroughness are prerequisites for consideration. Age 35, married. Address Box 885, P. I.

ARTIST—Experienced visualizer, layout man, good at black and white and color sketches; qualified as art director; desires change to position with opportunities. Box 898, Printers' Ink.

Editor, with mechanical experience, desires position on technical or trade publications. Could also assist in publicity and advertising department of firm or association. Box 873, Printers' Ink.

A High-Grade Man, thoroughly experienced in advertising and sales promotion, wants to connect with a high-grade firm. Not interested in anything under \$5,000 a year. Box 874, Printers' Ink.

Free Lance

Copy and ideas on your approval.

Box 899, Printers' Ink.

Copy Writer, layouts. Young man with background of education and experience. College and art school training. Good taste and striking ideas. Reasonable salary.—New York City. Charles J. Storey, 271 West 71st St.

ARTIST

First-class letterer and designer of period ornament, desires steady position, New York City. Address Box 896, Printers' Ink.

Expert Stenographer with Advertising Sense, desires to associate in environment where she will have opportunity to study advertising problems, ultimately write copy. A-1 experience. 216 Middle City Building, Philadelphia.

A 24-YEAR-OLD BRAIN wants work. Competent assist advertising manager, write general, semi-technical copy, capable stenographer, experienced correspondent. Has been secretary publishing company; now assistant advertising manager industrial firm. Box 897, P. I.

Printing Salesman

Good connection desired by one contemplating a change. Has excellent clientele among buyers of large runs. Plant must be complete and include Rotary equipment. Address Box 893, Printers' Ink.

Sales Promotion Correspondent

Practical, energetic executive, experienced in general merchandising and dealer development by mail. Writer of resultful sales letters and advertising copy. Familiar with credits, collections and general business routine. Age 34. Resident New York City. Address Box 895, Printers' Ink.

An experienced sales agent and manufacturers' representative desires a selling connection in Philadelphia, Baltimore and Washington, with a manufacturer of high-grade merchandise. Address C. F. Peace, 1 Emerson Tower Building, Baltimore, Md.

ADVERTISING SALESMAN, experienced manager, successful producer in magazine, class and trade journal fields, wide acquaintance New York and Eastern territory, seeks engagement established publisher. Experience, record detailed in letter or interview. Address Box 888, Printers' Ink.

SUCCESSFUL ADVERTISING MAN

20 YEARS' EXPERIENCE

Will handle one more store or chain of stores requiring energetic sales stimulation by means of judicious and extensive advertising. Box 894, Printers' Ink.

MANAGING EDITOR, with remarkable record of results behind him, wants to manage a publication where he can make more than a record. Experience: Reporter metropolitan daily, advertising manager three million dollar corporation, circulation manager national magazine, associate editor technical paper, now employed managing editor leading trade weekly. Five thousand a year will secure him if the publication has possibilities of development. Address I. M., Box 880, Printers' Ink.

You Might Be Looking for Me

Young man, 25 years of age, with 10 years of circulation management experience, is looking for an opportunity. Is wide-awake, ambitious, and alert.

Has promotion experience in circulation contests. Has originated ideas in promotion of circulation that are the talk of the Northwest.

Is now employed on a Big Metropolitan Daily. Will make change for opportunity only, as circulation manager on some daily.

Box 881, Printers' Ink

Harvard graduate, 25, experienced magazine editor and advertising executive, desires position with reputable house. Can plan and write simple, forceful copy, sales letters that "sell," pamphlets, etc.; also edit house-organ. Opportunity "to put things over" the main consideration. Address Editor, Printers' Ink, 1 Beacon St., Boston, Mass.

Young man, 28, University graduate, Sales Executive experience, now employed as Branch Manager for large corporation, desires change. Would prefer position as assistant to Sales Manager, Branch Office Manager or road work calling on jobbers and coaching jobbers' salesmen. Past sales record open for investigation. Six years with present employer. Services available March 1 or 15. Address Box 892, P. I.

CIRCULATION MANAGEMENT

By one who has had over 20 years' experience on morning, evening and Sunday papers in cities running from 100,000 to over 1,000,000 in population. Now with one of the big papers of the country, and can remain, but for purely personal reasons desire to make a change. Am familiar with every angle of circulation work, and believe I can get any paper all the business it is logically entitled to—and then some. If you are looking for a man who has the reputation of being a "topnotcher," get in touch with me. My references — present and past employers. Will visit any publisher, at my own expense, who has an opening that appeals to me. Address Box 879, Printers' Ink.

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Outdoor Advertising*

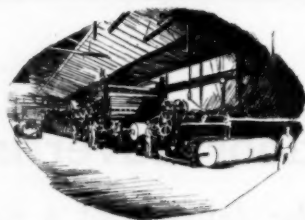
in the delivery of a message to the public is what the telephone and telegraph is to the delivery of a message to the individual, the automobile to passenger transportation and the auto truck to commodity transportation—the quick, direct way—of presenting an advertiser's message.

Thos. Usack & Co.

Harrison and Loomis Sts.
CHICAGO

Broadway at 25th St.
NEW YORK

**Electric Spectacular Advertising
Painted Display Advertising
Poster Advertising*



INTO The Tribune's great mill at Thorold, Ontario, go hundreds of thousands of electric horse-power from Niagara Falls, millions of gallons of water from the Welland Canal, trainloads of coal, steamers full of logs, cars of sulphur and limestone and clay—and out of the mill streams paper at the rate of 600 to 1000 feet per minute from each of five machines.

The sheets delivered from the various machines range from 150 to 187 inches wide. This means that the product is the equivalent of a strip of paper one foot wide and five miles long every sixty seconds.

Every operation in the conversion of spruce logs into paper is carried out within the mill in order that the highest standards of quality may be constantly maintained. The traffic department of The Tribune handles more than 10,000 cars a year, bringing raw materials to the mill and taking away paper.

To produce the newsprint used in an average issue of The Sunday Tribune our paper mill consumes:

54 acres of timber
21 tons of sulphur
665 tons of coal
63,000 electric h.p.
18,200,000 gallons of water

Advertising space in The Chicago Tribune is a commodity which involves the investment of enormous sums of money, and the services of great numbers of people. It is an unique commodity in that money cannot duplicate it. Prestige won by The Chicago Tribune in the homes of The Chicago Territory has more vital bearing on the productiveness of a page advertisement in The Tribune than the seven tons of raw material that may be used in its manufacture.

The rate "per line per thousand of circulation" charged for Chicago Tribune advertising is demonstrably low because it is based on manufacturing costs, but the value of Tribune advertising is immeasurably high because it is the sum of circulation plus prestige. Advertisers need this type of medium today—for 1921 Will Reward Fighters.

The Chicago Tribune

THE WORLD'S GREATEST NEWSPAPER

Circulation Exceeds 450,000 Daily—800,000 Sunday

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